From Words to Action

"We have learned much about the practical application of research to development problems in the South — lessons about the value of innovation, whether of ideas, methods, or technologies, about the need for persistence and constancy, and about the importance of building on experience. We have also learned that analysis and evaluation are indispensable tools."

MESSAGE FROM THE PRESIDENT

Learning for the Future

Conflict and war, threatened and actual, were without doubt at the forefront of most of our minds throughout much of 2002/03 — in the Middle East, in India and Pakistan, in Iraq, and in the Democratic Republic of the Congo, among others. Against this backdrop of death and destruction, tension and terror, another war continued to be waged — against poverty, against inequity. While this battle does not make the daily headlines, the enemy is, if anything, more entrenched, more intractable, and its victims more numerous.

The turmoil of the past year has irrefutably proven the theory that development and peace are two sides of the same coin, or — in the words of Finance Minister John Manley — that, quite simply, "we cannot have a world of peace without addressing the world of need." While there are few who would dispute this, there is less agreement on how to best meet that need, how to "do" development.

For IDRC, the chaos and strife has reaffirmed the crucial importance of our mandate: 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. As well as these core aims, by bringing together people of like-minded interests to work together outside of a political context, the work of IDRC contributes to improved transnational understanding.

The Canadian government made a commitment in its *Budget Plan 2003* to addressing the world of need by pledging to double Canada's official international assistance by the year 2010. As noted by Minister Manley, this goal is more than a spending target, it represents the tangible promise of a better future for the world's most vulnerable citizens.

That same budget recognized IDRC's experience and role in fulfilling that promise: IDRC's Parliamentary appropriation will be increased by 8% annually over the next two fiscal years in recognition of the effectiveness of our approach to addressing development problems. IDRC's International Assistance Envelope (IAE) appropriation funding base for 2003/04 has therefore been set at $100.2 million, an increase of $7.7 million over 2003/03. With other Treasury Board adjustments to compensate for salary and related increases, IDRC's total Parliamentary appropriation for 2003/04 will be $108.3 million.

A total of 390 new research projects and support activities were approved in 2002/03. Centre expenditures for development research programs — research projects either financed or administered by IDRC for both Centre program and resource expansion — totaled $97.9 million in 2002/03. Expenditures on development research support activities were $20.2 million. Together, these represented 84% of IDRC's total expenses, a clear indication that we are committed to investing as many resources as possible on research activities. This year, as in the past, most program funding was allocated to the 12 program initiatives.

But the hard numbers are only part of the picture.

IDRC's success is the result of lessons learned from more than 30 years of endeavouring to advance the theory and dream of development. We have learned much during that time about the practical application of research to development problems in the South — lessons about the value of innovation, whether of ideas, methods, or technologies, about the need for persistence and constancy, and about the importance of building on experience. We have also learned that analysis and evaluation are indispensable

tools, and that regular environmental scanning is fundamental to strengthening current endeavours and to planning future directions. All these are the foundations of our Corporate Strategy and Program Framework (CSPF) 2000–2005, which set the course for the past year's activities.

Sharing Knowledge and Ideas

The past year afforded IDRC a number of opportunities to share its experience and knowledge with key Canadian government departments and thus contribute to shaping Canada's position at a number of international forums. For example, IDRC collaborated closely with Robert Fowler, Canadian Ambassador to Italy and G8 Sherpa for the June 2002 Summit in Kananaskis, Alberta, in preparing papers and briefings on IDRC's and other initiatives in Africa. Following a year of work with the G8 office, Industry Canada, CIDA, and Ambassador Fowler — and as a result of IDRC's active participation in the work of the Digital Opportunities Task Force, of which I was co-chair — Canada confirmed a $12 million contribution over three years to create a centre for connectivity in Africa. Supported by IDRC, Connectivity Africa builds on Canada's experience in connectivity projects in Africa.

Inspired by the G8 action plan for Africa, in June 2002, IDRC's governors proposed and approved a $2.5 million special fund for activities in support of the New Partnership for Africa's Development (NePAD) initiative. This special fund will strengthen policymaking, based on evidence gathered through research, in Africa. Building on experience that the Tanzania Essential Health Interventions Project (TEHIP) researchers and policymakers have gained, IDRC will also support the creation of a research and policy institution in East Africa devoted to health.

The Centre also played an important role in shaping the messages and images Canada shared with the world at the World Summit on Sustainable Development (WSSD) in Johannesburg. Although a number of our projects were featured, the

spotlight was on two IDRC activities: the Ecosystems Approaches to Human Health (Ecohealth) program initiative, a trans-disciplinary research area in which IDRC has played a pioneering role, and the International Model Forest Network (IMFN), an approach to natural resource management in which Canada is a leader. In a speech at the WSSD, Environment Minister David Anderson announced IDRC's International Forum on Ecosystem Approaches to Human Health — held in mid-May 2003 — as the type of activity that is feeding into the Government of Canada's new global partnership initiative, "Strengthening Health and Environment Linkages: From Knowledge to Action." Canada also announced that it would provide $2.1 million to support the IMFN Secretariat for a three-year period, in addition to a $1.5 million

IDRC: D. Marchand

Canada announced that it would provide $2.1 million to support the IMFN Secretariat for a three-year period, in addition to a $1.5 million contribution to establish the Regional Model Forest Centre for Latin America and the Caribbean.

contribution to establish the Regional Model Forest Centre for Latin America and the Caribbean, a multidonor initiative to be headquartered in Santiago, Chile.

In January, IDRC was also an active participant at the Third World Water Forum in Kyoto where its innovative Water Demand Management Forum for the Middle East and North Africa were showcased. These venues and others in which IDRC participated during the past year afforded us ideal opportunities to communicate the results of research to policy- and decision-makers around the world. Fostering evidence-based policy development is one of the Centre's objectives for a simple reason: when the *IDRC Act* talks about research for development, it really means research for social, economic, and environmental change. That change can only occur within an enabling policy framework.

These activities and a number of others this past year have enhanced IDRC's public sector partnerships and reaffirmed our place as a valued member of Canada's foreign policy family.

Meeting Strategic Goals

Progress was also made on a number of other strategic goals that I personally set for the current CSPF.

1 To make important and practical contributions to evidence-based solutions to key development problems.

For example, CIDA, IDRC, and the Egyptian Ministry of Foreign Trade have jointly supported a Small and Medium Enterprise Policy Project (SMEPol) in Egypt since 2000. Small, medium-sized, and micro enterprises are seen as critical in dealing with the employment challenge facing Egypt in the coming years. But although a variety of enterprise-promotion programs have been put in place by government, nongovernmental organizations (NGOs), and donor agencies, the overall policy environment for small and medium-sized enterprise (SME) development remains weak. This past September, the Egyptian minister of Economy and Foreign Trade announced that months of SMEPol-supported research and consultation had led to the development of a unified definition for

SMEs. The definition will help rationalize government support programs for these enterprises. Based on this definition, the Government of Egypt also announced significant and wide-ranging policy measures to support the SME sector, including a 10% quota of purchases from SMEs, a more favourable regulatory framework, and support for revisions to the income tax regime.

2 To be a strategic mobilizer of disparate communities to find solutions to common problems.

Enlisting natural and social scientists in Canada and in other countries to work together on common problems and fostering research cooperation are objects enshrined in the *IDRC Act*. It has become the Centre's modus operandi, both in the composition of its program initiative teams and in the formulation of projects it supports. The Centre has also learned — sometimes the hard way — the necessity of including community decision-makers in the research process, whether they be heads of households, village leaders, senior government officials, men or women. This is key to approaches such as community-based natural resource management, which includes those with most at stake — community members — in identifying their problems, designing the research, and implementing solutions.

Some communities are also closer to home. For example, in partnership with the Association of Universities and Colleges of Canada (AUCC), IDRC encouraged the organization of a series of campus-level roundtables on the internationalization of Canadian research, linkages with the South, and implications for Canadian universities: 15 such roundtables were held on campuses across Canada in the past year. In a number of cases, the roundtables appear to have been the first time that the campus community dealing with research and training in developing countries have come together to share views and plans. As a follow-up, university vice-presidents of research and key staff from national research funding and policy organization will convene in Ottawa in May 2003 for a national roundtable on "Research without (Southern) Borders: The Changing Canadian Research Landscape."

3 **To support research that makes real improvements in people's lives.**

Development is too often interpreted as economic growth. But we are learning that national economic growth often means little to rural communities and, in fact, often impoverishes them as communal lands make way for large commercial farms, depriving local people of uncultivated food sources, destroying biodiversity, and damming or diverting water sources for irrigation. Real improvements are perhaps more difficult to identify, and those resulting from research can take many years before becoming apparent. IDRC-supported research is nevertheless having some immediate, tangible effects. For instance, in the two districts where the Tanzania Essential Health Interventions Project (TEHIP) has been piloted, infant mortality rates have declined by 31% since 1996. Isolated indigenous communities of Bolivia have rediscovered the ancient Inca crop *arracacha* and have developed enterprises to transform the nutritious root vegetable into commercially viable products, from flour to snacks. As a result, whole communities have been revived. Innovative uses of information and communication technologies (ICTs) have brought the outside world to remote Asian villages linking families and friends, schools and students, markets and producers.

4 **To continue to be recognized as a good donor for those areas where we are providing research support.**

A "good" donor in my view is respectful of its partners, looks for opportunities to collaborate with others, and seeks to increase the sources of funds available through partnerships. These are basic principles at IDRC. The CSPF, for instance, give pride of place to the conviction that researchers in developing countries take the lead in producing knowledge for the benefit of their own communities. IDRC has funded more than 20 000 researchers in the South since its inception. Some 520 institutions in 88 countries are currently working with IDRC's support. The current CSPF was itself based on extensive consultation with scientists and policymakers in all major regions of the developing world — as will its successor.

Community-based natural resource management includes those with most at stake — community members — in identifying their problems, designing the research, and implementing solutions.

IDRC's project portfolio is testament to our belief in collaboration with other donors: over the years, 146 donors have cofunded Centre projects. We also seek to promote the coordination of international development research through the creation of networks among our programs and partners — some of these networks are presented on the following pages. Over the years, IDRC has experimented with a range of options for partnerships and resource expansion to expand the flow of resources to researchers in developing countries. Revenues from resource expansion were $36.5 million in 2002/03. This year, a Strategic Donor Partnering Framework was presented to the Board.

Making Strategic Choices

These solid accomplishments are the results of many years of hard work, some of which is only now bearing fruit. As the Report of the Special Examination carried out by the Office of the Auditor General and presented to the IDRC Board of Governors this past March itself noted, "the nature of research poses unique challenges to managers trying to determine the outcomes and impacts of their activities. Outcomes are more uncertain in research than in many other kind of activity. Results can take many forms and come at any time. Moreover, they can lie dormant for a long time before they are put to practical use and their full impact assessed."

And that is perhaps one of the hardest lessons: to persevere without hope of immediate return, to trust.

At IDRC, learning is a continuous process. We learn from our partners in Canada and in developing countries, from experience, through persistence, through innovation, and through analysis. Just as we believe that learning from the past is vital to preparing for the future, we also understand that it is not enough. As IDRC starts the fourth year of its five-year plan, it has already embarked on a series of consultations and studies around the world that will help us identify where we, with our existing resources, can continue to make a significant contribution during the next CSPF, 2005–2010.

This annual report presents some of the past year's accomplishments, but also points to some of the challenges faced. The projects and activities outlined — just a few of the close to 400 that were

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active in the past year — also show how complex problems require multidisciplinary approaches, how sustainable solutions almost always travel through the policy process, and how sharing knowledge is essential.

Perhaps more important, they teach that nothing durable can be accomplished without the full and active participation of all affected and that knowledge-sharing can foster better governance: the shared discovery and consideration of a few hard facts can often help dispel superstition and prejudice, revealing new formulas for resolving old disputes. Talking about issues on the basis of evidence can lead to building new understanding, as the dialogue builds from one idea to another. Whether or not hypotheses are proven or anticipated results achieved, the benefits of research accrue in terms of stronger institutions, better trained researchers, new leads and insights, new partnerships.

Looking Ahead

I have little doubt that the next few months will be as challenging for the international community as the past year has been. But IDRC is now in a better position to respond to opportunities emerging from the rapidly changing, turbulent world in which we work. In the coming year, IDRC will strengthen existing exploratory activities, including research on knowledge systems in the South, the impact of the biotechnology revolution on developing countries, the role of ICTs in poverty alleviation, and the gender component of policy processes.

We will also seize new program opportunities in response to emerging situations and through international processes such as NePAD. We will build on the outstanding success of IDRC initiatives, such as TEHIP.

Other opportunities include replicating elsewhere in the world the highly regarded Environment and Economy Program for Southeast Asia. Finally, we intend to expand our programing on ICTs for development in the Middle East and North Africa.

For these and other activities, I count on the dedication and experience of our staff and the continued support of our many partners, North and South.

Maureen O'Neil

Maureen O'Neil
President

Whether or not hypotheses are proven or anticipated results achieved, the benefits of research accrue in terms of stronger institutions, better trained researchers, new leads and insights, new partnerships.

IDRC: P. Bennett

STRENGTHEN INDIGENOUS RESEARCH CAPACITY

"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."

Researchers in developing countries must take the lead in producing knowledge for the benefit of their own communities.

In 1986, IDRC published a 15-year history of the Centre and its contribution to development. The title, *With Our Own Hands,* neatly captured one of IDRC's guiding philosophies — that societies must build their own futures. The *IDRC Act* commits the Centre to assist developing regions to build up the research capabilities, the innovative skills, and the institutions to solve their problems. This is the essence of capacity-building.

IDRC's approach to supporting research has evolved over the years. At the beginning, the Centre defined its programs by scientific discipline and sector. Now, it targets its resources to the solution of specific development problems and forges links among different disciplines that can contribute solutions. However, the importance of capacity-building — whether it is developing human resources, strengthening institutions, or even improving the climate for research in developing countries — remains central to its work. As noted in the Corporate Strategy and Program Framework 2000–2005, "researchers in developing countries must take the lead in producing knowledge for the benefit of their own communities."

The Centre delivers its support through a variety of mechanisms — the strategic approaches described below. Many of the projects cited as examples of how these mechanisms contribute to the goals of the organization have multiple objectives. In fact, most IDRC-supported research projects seek to simultaneously produce research results and build capacity, whether it be by providing hands-on training for young researchers, improving project management skills, helping communities formulate development problems and implement solutions, or improving researchers' ability to bring research results to the attention of policymakers. The following examples focus solely on the capacity-building component of the projects.

Strategic Approach:
Program Initiatives

Program initiatives (PIs) are the Centre's primary vehicle for funding Southern researchers and research institutions. These multidisciplinary staff teams in IDRC's headquarters and regional offices start with a problem, not a discipline, and consider what knowledge and what disciplines can contribute to its solution. PIs also act as networks that link researchers to address specific issues and to set research agendas.

Each PI team develops a prospectus that outlines the scope of activities that will be supported during a given period of years. Projects submitted for funding are reviewed against the objectives and priorities set out in the prospectus. Each PI prospectus is approved by the Board of Governors. In 2002/03, 11 PIs implemented prospectuses approved by the Board in 2000/01 or 2001/02. The one exception is Governance, Equity, and Health, which "graduated" from an exploratory activity to a program initiative in the past year (see page 40).

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Number of PIs:	12
Number of new research projects funded in 2002/03:	114
Total number of active research projects:	444
Number of research institutions supported in 2002/03:	141
Total number of research institutions currently supported:	518

Resource tenure and food security

PI: Community-Based Natural Resource Management

Context: Most of Lao PDR policies on natural resources have been driven by external actors, with Laotian researchers acting as consultants rather than participants in decision-making processes. The National University of Laos (NUOL) wants to become a source of "home-grown" research that is relevant for policymaking — a challenge for the newly formed university that is primarily a teaching institute.

Objective: To improve research capacity in natural resource management, resource tenure, and food security among NUOL faculty members.

Progress to date: The project initially aimed to develop small research projects in collaboration with other national and regional institutes. However, it became clear that there was first a greater need to improve the basic research skills of NUOL staff. By the project's completion in 2002, 11 faculty members had been trained to conduct multidisciplinary research in resource tenure and had implemented three small research projects. Together, project researchers prepared and delivered a successful workshop in the Lao language on national forest and land allocation policy, attended by international donors, NGOs, and government officials.

Looking ahead: A proposal for a second phase calls for continued efforts to enhance research capacity at NUOL, to link faculty to research users and to establish administrative incentives and support for university-based research.

African Economic Research Consortium

PIs: Trade, Employment, and Competitiveness and Micro Impacts of Macroeconomic and Adjustment Policies

Context: A shortage of policy-oriented economic researchers in sub-Saharan Africa impedes economic policymaking, and thus development. The African Economic Research Consortium (AERC), launched by IDRC in 1984, represents a major long-term investment by IDRC in the development of research capacity in Africa.

Selected objectives: To continue to build capacity in economics and policy analysis among researchers and policy-makers in Africa and to strengthen graduate training in economics.

Progress to date: The Nairobi-based AERC, now an independent legal entity, currently brings together 16 funders to support a vast program of training and research, as well as the dissemination of results. Through its small grants program, for example, AERC has supported hundreds of research projects and more than 200 researchers in 22 countries. More than 700 students have graduated from its collaborative master's program, which spans 20 universities in 15 countries. In December 2002, AERC launched its new collaborative doctoral program in which eight universities in six sub-Saharan countries are currently participating. In January 2003, IDRC contributed $1 million to the AERC Research Innovation Endowment Fund, which aims to support innovative research and provide an avenue for multidisciplinary projects, as well as for special workshops and comparative research.

Looking ahead: AERC is seeking to engender sustainability in its activities through the Research Innovation Fund and other means. Networking and dissemination will be enhanced through electronic means.

Increasing development pressures in the Brazilian Amazon threaten the small-scale fisheries that are a critical source of food and employment in the region.

Natural resource management by fishing communities of the Amazon: research action, training, and technology transfer

PI: Managing Natural Resources, Latin America and the Caribbean (Minga)

Context: Increasing development pressures in the Brazilian Amazon threaten the small-scale fisheries that are a critical source of food and employment in the region. Researchers with the Museu Paraense Emilio Goeldi have studied these environmental and social changes for more than 30 years in the state of Para. They are now applying their research results to support local initiatives for natural resource management.

Objective: To develop the capacity of fishing communities to ensure the sustainability of natural resources and to improve their livelihoods.

Progress to date: Working with a network of community organizations, the project catalogued an extensive list of environmental problems. These included industrial pollution, depleted fish stocks, and the unbridled development of tourism. To equip people with the skills to deal with these challenges, the project organized courses and workshops on subjects ranging from management for

small businesses to basic beekeeping. Some 1 250 fishers and their families benefited from these efforts. In addition, 44 scholarship students undertook research as part of the project.

Looking ahead: Despite the distances between members and a lack of experience in collective action, project researchers remain confident that the network of community organizations will grow. IDRC staff plan to visit the project to discuss future plans and consider networking opportunities with other researchers in the region

Economic empowerment of women through ICTs in Uganda
PI: Acacia: Communities and the Information Society in Africa

Context: SMEs make a significant contribution to the economy of Uganda. Over 45% of SMEs are owned and operated by women in such sectors as retail, trade, and beverage production. Productivity, however, is hampered by lack of access to information. The Council for the Economic Empowerment for Women in Africa (CEEWA) investigated and experimented with innovative uses of ICTs to fill this gap.

Objective: To give women entrepreneurs access to information relevant to the development of entrepreneurial skills and the expansion of their enterprises.

Progress to date: CEEWA has established the Women's Information Resource and Electronic Service — a "one-stop" centre where women can obtain information on markets, prices, best practices in agriculture, advisory services, and support organizations. Women in three project sites access the information through databases, the Internet, and electronic discussions. Training in business skills and enterprise development using ICTs is an important part of the project, although initial sessions were too short to be meaningful. By the end of the project in 2002, however, 95 female entrepreneurs had been trained in entrepreneurship development and ICT usage. CEEWA has also enhanced its skills in developing training programs and producing training materials in local languages, as well in bridging the gap between sources of information and the women who need it.

Looking ahead: Building on the results of this experiment, the Humanist Institute for Co-operation with Developing Countries (HIVOS), a Dutch NGO, is supporting the second phase of the project.

Equinet phase II: equity and governance in Southern Africa
PI: Governance, Equity, and Health

Context: Health care resources in Africa are often concentrated in urban areas and among elites. The spread of

HIV/AIDS has exacerbated these health inequalities. The Network for Equity in Health in Southern Africa, established in 1998, is dedicated to influencing policies of the countries of the Southern Africa Development Community (SADC) to ensure equity in health. It is made up of research, civil society, and health sector organizations.

Objectives: To build human and institutional capacity, to involve stakeholders in policy dialogue, and to promote equitable health policies.

Progress to date: The first phase of Equinet successfully brought issues of health equity to the forefront of the SADC agenda. A second phase is helping to strengthen the capacity of institutions to intervene in policy and policymaking for greater health equity and to base these interventions on evidence gathered through research. Research subjects from the past year have included resource allocation and deprivation and the impacts of participation and governance on equity in health systems.

Looking ahead: With IDRC support, Equinet has developed a strategic plan for 2003–2005. While work will continue in key research areas, new themes will include health sector responses to HIV/AIDS, health human resources, and promoting public health in trade agreements.

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CEEWA has established the Women's Information Resource and Electronic Service — a "one-stop" centre where women can obtain information on markets and prices, and be trained in enterprise development.

International Secretariats

International secretariats are research consortia of several donors that pursue goals in common with the Centre. IDRC acts as a catalyst to generate the financial and administrative resources that secretariats need to undertake a long-term research agenda. Independent steering committees oversee secretariat operations and research directions.

Statistical snapshot

Number of international secretariats:	6
Number of institutions supported:	123

Research for International Tobacco Control

Context: The mission of the Research for International Tobacco Control (RITC) secretariat is to create a strong research, funding, and knowledge base for the development of effective tobacco-control

The mission of RITC is to create a strong research, funding, and knowledge base for the development of effective tobacco-control policies and programs in developing countries.

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policies and programs in developing countries. It does this through a combination of research, dissemination, strengthening of capacity, and coordination.

Selected objective: To enhance tobacco-control research capacity to produce credible information for local, national, and international policymaking and program development.

Progress to date: RITC is strengthening capacity through a variety of initiatives, including postgraduate academic support and small research grant competitions to stimulate a new generation of tobacco-control researchers in developing countries. Research tools have also been developed, including a training manual on qualitative tobacco-control research, a book of case studies documenting tobacco-control policymaking in six countries, and a monograph series to disseminate research data on tobacco control. In November 2002, RITC brought together organizations involved in funding tobacco-control research globally to explore ways to improve coordination among donors. The need for capacity building was a recurring theme throughout the meeting.

Looking ahead: Participants developed an action plan for building research capacity. This plan identified the need for training and fellowship programs for the development of research tools and software, and for data production. Participants agreed to discuss next steps at a special session organized by RITC and key partners at the 12th World Conference on Tobacco or Health, to be held in August 2003.

Economy and Environment Program for Southeast Asia

Context: The Economy and Environment Program for Southeast Asia (EEPSEA) was established in 1993 to support training and research in environmental and resource economics. The program uses a networking approach to provide not only financial support but also meetings, resource persons, access to literature, publication outlets, and opportunities for comparative research across its 10 member countries.

EEPSEA's objective is to strengthen local capacity for the economic analysis of environmental problems.

IDRC: M. Hibler

Objective: To strengthen local capacity for the economic analysis of environmental problems so that researchers can provide sound advice to policymakers.

Progress to date: Biannual workshops are the focal point of EEPSEA's program. Each event involves up to 60 people and includes individual consultations between researchers and their advisors; working groups in which research reports and proposals are presented; and plenary sessions with talks by international experts. The theme of the meeting in May 2002 was drawing and communicating policy implications from research. It included a one-day workshop for researchers on critical thinking and effective writing.

Looking ahead: Owing to changing funding priorities, EEPSEA lost some of its sponsorship in 2002. At the same time, other donors are increasing their support. For example, Sida, Sweden's official international development agency, has doubled the amount of its most recent grant. These increases compensate for the reductions and provide a satisfactory budget for future work.

A LESSON ABOUT EVIDENCE-BASED PLANNING

In 1996, malaria accounted for 30% of the years of life lost because of deaths and debilitating diseases in Morogoro Rural District, Tanzania. The budget for malaria prevention and treatment, however, accounted for only 5% of total health care spending. This dichotomy was discovered when health officials in Morogoro analyzed their budget priorities against actual evidence of the disease burden borne by the population. As a result, by 1998, malaria's share of the budget had increased to 25%.

This is just one early success of the Tanzania Essential Health Interventions Project (TEHIP), a collaborative venture between Tanzania's Ministry of Health and IDRC. Launched in 1996, it was established to test innovations in planning, priority setting, and resource allocation in the context of Tanzania's decentralization and health reforms. TEHIP was the first project to test an idea presented in the World Bank's 1993 *World Development Report*, which suggested that providing packages of essential health interventions to 80% of the population of low-income countries could substantially reduce the burden of disease.

TEHIP has been testing the feasibility of institutionalizing an evidence-based approach to planning at the district level in Morogoro Rural and Rufiji districts. The project is achieving this by supporting research carried out by Tanzanian researchers in multidisciplinary teams; by developing tools and building the capacities of Council Health Management Teams (CHMTs) to plan and use resources strategically; and by providing funds to help districts implement their plans.

The tools developed to collect and analyze information are providing the evidence that enables the CHMTs to

IDRC: P. Bennett

set priorities and allocate resources as part of their planning process. For example, health managers found that health spending was disproportionate in some areas and recommended increasing spending on neglected diseases for which cost-effective treatments or preventive measures existed. Local officials also found that improving other sectors, such as communications and transport, would lead to better health care.

To help the districts implement their plans, TEHIP increased health budgets by about US$1 per person per year. This cash infusion smoothed the transition to a more effective approach to health care. For example, health workers were trained to treat common symptoms, using the cheapest means first, and to educate patients on disease prevention. Drugs were ordered according to documented need. Preventive measures were also emphasized, for example, insecticide-impregnated bednets were promoted to protect against mosquitoes, vectors of the malaria parasite.

The results? In Rufiji, infant mortality fell by 31% between 1999 and 2001 and the proportion of children dying before their fifth birthday dropped by 22% to 103 per 1 000. Adults also benefited: the proportion dying between age 20 and 50 decreased by 18%.

The results are so striking that the Ministry of Health is now working to expand the program and incremental funding to Tanzania's remaining 112 districts. IDRC is continuing to support innovations for evidence in health planning through a new grant approved in late 2002.

Corporate Projects

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

PROGRAM AREA	ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT	INFORMATION AND COMMUNICATION TECHNOLOGIES FOR DEVELOPMENT	SOCIAL AND ECONOMIC EQUITY
Corporate projects	Eco Plata Mining Policy Research Initiative	Connectivity Africa Institute for Connectivity in the Americas PAN Americas	Peru Consortium for Economic and Social Research Tanzania Essential Health Interventions Project

CIES is diversifying its funding sources and manages projects supported by the Peruvian public sector and a growing range of donors.

IDRC: R. Charbonneau

Peru Consortium for Economic and Social Research

Context: The Peru Consortium for Economic and Social Research (CIES) was established in 1999 to contribute to Peru's development by raising the level of analysis and debate on key options for economic and social policy. Since it was founded, CIES has expanded from 5 to 30 members, including research centres, NGOs, and public sector agencies. CIES receives core support from IDRC and CIDA.

Objective: To strengthen and mobilize Peru's community of research centres to contribute more effectively to public policy debate on economic and social issues.

Progress to date: The CIES research program includes national research networks on macroeconomics, poverty, microcredit, employment, education, and health policy, as well as numerous smaller projects. Most of these smaller projects, and some of the network projects, have made an important contribution to developing the skills and careers of younger researchers, and to building the capacities of lesser developed research centres. Research results have been of high relevance to national development challenges, and they are contributing to policy debates

and decisions. A model developed by the CIES macroeconomics network has been adopted by the Peruvian central bank.

Looking ahead: CIES is diversifying its funding sources and manages projects supported by the Peruvian public sector and a growing range of donors. It is currently developing a strategy for its own long-term sustainability.

Training and Awards

The Centre Training and Awards Program (CTAP) embodies the Centre's commitment to the personal and professional development of Canadians and developing-country nationals. By supporting academic study and providing opportunities for hands-on experience, IDRC helps countries of the South develop a critical mass of trained researchers. At the same time, a new generation of Canadians has the opportunity to participate actively in international development and consider careers in this field. In addition to funding and managing IDRC's corporate awards, CTAP administers awards funded by other parts of the Centre. In 2002/03, 68 awards were granted.

IDRC Doctoral Research Awards

Context: The IDRC Doctoral Research Awards support the field research of Canadian graduate students for doctoral research in developing countries on topics of relevance to IDRC's research priorities. The award covers expenses for 3 to 12 months to a maximum of $20 000.

Objective: To promote the growth of Canadian capacity in research on sustainable and equitable development from an international perspective.

Progress to date: Awards were given to 28 students this year for research that included the provision of urban services in the slums of Haiti, the plight of young Sudanese refugees living in Egypt, and risk factors for HIV/AIDS among youth in Bamako, Mali. IDRC frequently receives reports of the success of former awardees. For example, in October 2002,

Dr Karen Mundy was awarded a Canada Research Chair in Global Governance and Comparative Educational Change at the University of Toronto. She undertook her doctoral research in Zimbabwe and Tanzania in 1993/94 with an IDRC award.

Looking ahead: IDRC continues to monitor the awards program and to make adjustments accordingly. A recent change has been to accelerate the review of research proposals by considering them once they have been approved by candidates' supervisors, rather than waiting for approval by a thesis committee.

Agropolis: International Graduate Research Awards Program in Urban Agriculture

Context: In the developing world, urban agriculture can improve food supplies, generate income, and put marginal land to productive use. However, the majority of urban farmers are poor and work without the support of government policies or the aid of technology. Their farming methods can also be hazardous to human health and produce low economic returns. The Agropolis awards program was established in 1998 to advance research on these issues and others relating to urban agriculture at the graduate level.

Objective: To add to the body of knowledge of urban and peri-urban agriculture and, thereby, to support interventions that address critical areas in the industry.

Progress to date: Agropolis supports master's- and doctoral-level research that is designed and implemented in collaboration with nonacademic partners. These partners — "end-users" of the research — are in development sectors where urban agriculture can make a contribution. They include community-based organizations, city councils, and national governments. Five students received Agropolis awards in 2002/03 for topics ranging from urban rabbit production in Cameroon to the introduction of urban composting in Ghana.

Looking ahead: Agropolis has created a new category of awards in 2003: there will be two postdoctoral awards available to researchers who have obtained a doctorate in urban agriculture or in a related field in the last five years and who wish to specialize further in their field.

IDRC: B.L. Wilson

In the developing world, urban agriculture can improve food supplies, generate income, and put marginal land to productive use.

Cross-cutting Research

While IDRC research support is concentrated in three main areas of enquiry (see IDRC program matrix, page 7), the Centre also devotes resources to research on two issues that cut across the full program framework: gender and knowledge systems. The budget of the Centre's Gender Unit has been significantly increased this past year to support both research activities and capacity-building. The Unit's research theme for 2002–2004 is "gender, citizenship, and entitlement," with a particular focus on governance and gender violence. The Unit also works with program initiatives to implement a variety of mainstreaming and capacity-building activities related to gender issues. The Program of Work and Budget 2003/04 includes a 30% increase in the Gender Unit's budget, thus building on the trajectory established in 2002/03.

IDRC: P. Bennett

Men and women access and use natural resources in different ways. Understanding those differences is key to developing strategies that are more equitable and, ultimately, more sustainable.

The other major cross-cutting initiative, Research on Knowledge Systems, explores the ways in which knowledge is produced, communicated, and applied to development problems, and investigates the policy and institutional frameworks that govern this process.

Capacity-building for social and gender analysis
PI: People, Land, and Water (Africa and the Middle East)

Context: Men and women access and use natural resources in different ways. Understanding those differences and taking them into account is key to developing resource management strategies that are more equitable and, ultimately, more sustainable. Research that incorporates social and gender analysis and that directly involves men and women in the process is needed across the developing world.

Objective: To build capacity for social and gender analysis, and in participatory approaches, into natural resource management research and development efforts within institutions in the Middle East and in Eastern and Southern Africa.

Progress to date: In December 2002, IDRC's People, Land, and Water program initiative (PlaW) approved a new project with the Organization of Social Science Research in Eastern and Southern Africa (OSSREA), a nongovernmental, nonprofit research network of social scientists headquartered in Nazareth, Ethiopia. OSSREA will develop a training and small grants program to support research projects in Eastern and Southern Africa that focus on soil and water management for increased food and water security. This project builds on an earlier innovative collaboration between IDRC and OSSREA through which researchers associated with IDRC projects in various universities and institutions were trained to assess proposals and evaluate projects, thus enabling them to better manage research activities.

Looking ahead: The OSSREA team will develop and test a social and gender analysis framework for reviewing project proposals, monitoring, and evaluating research projects, and for designing training workshops on research methods.

Research on Knowledge Systems

Context: Launched in June 2001, Research on Knowledge Systems (RoKS) is IDRC's intelligence and policy effort in support of knowledge, science, and technology for capacity-building in the South. Its operations revolve around partnerships designed to improve policy for action.

Objective: To promote analysis and debate, at local, national, and international levels of key issues in the evolution and functioning of "knowledge systems" in developing countries.

Progress to date: RoKS supports an annual research competition, each year focusing on a different theme. In April 2002, RoKS awarded six grants in its first competition. In January 2003, RoKS launched its second competition on Strengthening Knowledge Policy for Small States. RoKS has developed a range of other activities, including support to SciDev.net, an innovative Web site on science, technology, and development, and workshops on public policy issues in genomics and biotechnology. It also cohosted a workshop with the United Nations Educational, Scientific, and Cultural Organization (UNESCO) to discuss the impacts of science and technology reviews undertaken in developing countries.

Looking ahead: RoKS has identified several potential themes for future competitions, including the impact of ICTs on research in developing countries and linking research to public policy.

Objective:
LINK RESEARCH AND POLICY

"IDRC will foster and support the production, dissemination, and application of research results leading to policies and technologies to enhance the lives of people in developing countries."
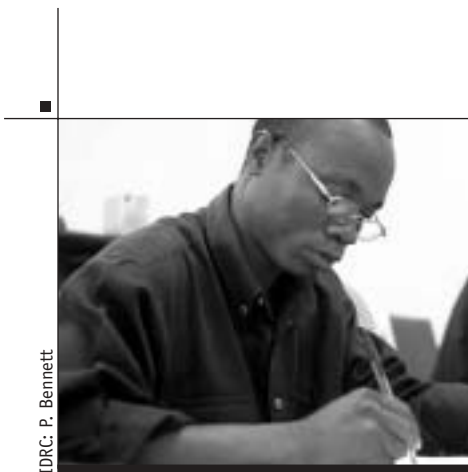
IDRC: P. Bennett

Policy change cannot occur without communication — of ideas, of information, of knowledge, of vision.

IDRC's Corporate Strategy and Program Framework 2002–2005 places a great deal of emphasis on the factors affecting policymaking for social, economic, and environmental change — in short, for development. The reason is simple: for change to occur, it has to do so within a policy framework. IDRC, however, does not envision a straight line between research and policy, researchers and politicians: far from it. We recognize that policy change in any society is nonlinear and often elusive. But whether it occurs by design or by alchemy, or by a little of both, it cannot do so without communication — of ideas, of information, of knowledge, of vision.

This thrust in IDRC's programing is a renewal rather than an innovation: emphasizing the use and dissemination of research results was a fundamental tenet of the Centre's first Corporate Program Framework. Today, however, IDRC increasingly looks for opportunities to link research results more closely to policy and policymaking — for "closing the loop"; for linking like-minded researchers, policymakers, and members of civil society interested in common issues; and for making the results of the research it supports more widely available.

Strategic Approach:
Link Research to Policy- and Decision-making

How can research best inform policy? That question is the subject of much debate in development circles and a central preoccupation at IDRC. Our examinations of the question led to a paper in

2001 entitled "Closing the Loop: Communication for Change at IDRC," and the provision that year of $50 000 to each program initiative to support a special project that would make research results more accessible to decision-makers: the urban agriculture policy advisory tools project described below is one example. Linking research and policy is also increasingly an integral component of the projects we support. In 2002/03, IDRC's Evaluation Unit launched a strategic evaluation of the influence of past research on public policy.

Statistical snapshot

Number of new research projects with stated policy objectives, 2002/03:	38
Total active research projects with stated policy objectives:	117
Total number of research institutions currently involved:	128

Urban agriculture policy advisory tools for local governments in Latin America and the Caribbean
PI: Cities Feeding People

Context: Although urban agriculture is seen as an important means of feeding Latin America's cities, most municipalities lack information about how best to promote and implement urban agriculture programs.

Objective: To strengthen capacities of municipal governments to implement urban agriculture programs and policies.

Progress to date: Background papers were drafted on key issues in urban agriculture, from which nine policy briefs were prepared on topics ranging from the

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IDRC: B.L. Wilson

In Latin America, most municipalities lack information about how best to promote and implement urban agriculture programs.

reuse of waste water to gender considerations. The draft briefs were validated by urban farmers, government representatives, and the private sector through local and regional workshops in 15 municipalities and a regional consultation in Peru in September 2002. In the process, the capacity of municipalities to formulate and implement urban agriculture policies was increased and partnerships were forged between research institutions and local governments, and between the municipalities themselves. The briefs have been published in Spanish, English, and French. The project, completed in March 2003, was cofinanced by IDRC, the Urban Management Programme — Regional Office for Latin America and the Caribbean of UN HABITAT (Ecuador), and IPES —

Promoción del Desarollo Sostenible (Peru).

Looking ahead: The briefs are being translated into Portuguese. Dissemination is assured through the support of a number of regional and international organizations. A similar process to develop urban agriculture briefs for Africa and the Middle East is now under consideration. The limited usefulness of the academic background papers — a lesson learned in Latin America — could lead to a different methodology in these regions.

Water Demand Management Forum
PI: People, Land, and Water (Africa and the Middle East)

Context: The economic and environmental costs of tapping scarce water sources in the Middle East and North Africa make it imperative that the conventional supply-oriented approach be replaced with a demand management approach.

Selected objective: To improve the effective use of scarce water resources by facilitating information exchange and networking.

Progress to date: Coordinated by IDRC, the Water Demand Management Forum is an extension of the Water Demand Management Research Network, supported by IDRC since 1998. In collaboration with more than 25 donor and partner organizations — including CIDA, UNDP's Special Unit for Technical Cooperation among Developing Countries (UNDP/TCDC), and the Japanese government through the UNDP/TCDC — four forums were held in 2002/03 to promote water demand management to more than 500 decision-makers from 11 countries. In total, 22 case studies were discussed in the forums, and have been published on-line and on CD-ROM in English, French, and Arabic to enhance knowledge sharing and networking. They were also presented at the Third World Water Forum in Kyoto, Japan, in March 2003.

Looking ahead: During 2003/04, IDRC and its partners will analyze, consolidate, and publish the results to date; promote South–South exchanges through bilateral missions; and design a new phase.

Toward a network of productive municipalities, Bolivia
PI: Managing Natural Resources, Latin America and the Caribbean (Minga), with the Special Initiatives Division

Context: Decentralization and municipal reforms in Bolivia during the past decade have given municipalities greater responsibility for developing and implementing economic development projects.

Selected objective: To determine how Bolivian municipalities can play an active role in national efforts to overcome poverty.

Progress to date: This project was launched in October 2002. During the pilot phase of this collaborative project between the Atlantic Community Economic Development Institute, Halifax, the Centro de Servicios Agropecuarios Técnicos de Chuquisaca, and the Mancomunidad de Municipalidades de Pando, Bolivia, researchers made initial contacts with municipal officials and other local actors in 14 municipalities. They developed and tested a participatory data-collection tool to identify a wide range of local resources that could be harnessed for sustainable development. Before the end of the project, key individuals in the Ministry of Sustainable Development and in the Bolivian Federation of Municipal Associations expressed keen interest and decided to explore the possibility of expanding the project to the entire country.

Looking ahead: In May 2003, a national meeting was convened by the Federation of Municipal Associations in La Paz to foster the establishment of a network of public, private, and international donor organizations interested in sustainable local economic development and productive municipalities. The meeting identified a clear need to build common ground to enable all stakeholders to collaborate effectively

Biotransformation of olive wastes
PI: Sustainable Use of Biodiversity

Context: The Moroccan government seeks national self-sufficiency in olive oil. Some 60% of the country's olive oil is produced using traditional artisanal oil presses known as *maâsras*, which are

inefficient and generate tonnes of environmentally hazardous waste.

Objective: To increase small producers' efficiency, improve the quality of the oil, and find uses for waste products.

Results to date: Since launching the first phase of this project in 1996, the research team at the Institut Agronomique et Vétérinaire Hassan II in Rabat, Morocco — in collaboration with Agriculture and AgriFood Canada's Food Research and Development Centre in Saint-Hyacinthe, Québec — has developed means of converting the olive waste products into high protein animal feeds, of synthesizing natural aromas, and of improving smallholders' olive harvesting, handling, and processing techniques. In 2002/03, the team built and field tested a mobile, mechanized *maâsra* to extract olive oil optimally in the field. Adoption of this technology — which won first prize for innovation at an agricultural fair in December 2002 — would help meet the government's goals of modernizing the traditional olive sector.

The research team has developed means of converting the olive waste products into high protein animal feeds and of improving smallholders' olive harvesting, handling, and processing techniques.

Looking ahead: IDRC funding for this project will end in 2003. The technologies developed in the course of this project have earned the lead researcher a nomination for the 2003 *Grand prix Hassan II pour l'invention et la recherche dans le domaine agricole*. Interest in the mobile *maâsra* has been expressed by olive oil producers in Tunisia.

Strategic Approach:
Foster Networks and Communities of Practice

Networking has been at the core of the Centre's philosophy and operations from the start, an explicit recognition that development and the research to support it are by necessity cooperative ventures. For a number of years, IDRC has worked intensively with networks, lending significant intellectual support and investing 25 to 30 percent of its allocations in networking arrangements. Networks, both formal and informal, continue to be a hallmark of the Centre's approach, fostering interdisciplinary research, improving policy development, and encouraging comparative analyses.

Information technologies, particularly the Internet, have made this sharing easier and vastly more effective. They also foster communities of practice — decentralized knowledge-sharing webs of individuals and organizations that share common concerns or interests.

Statistical snapshot

Number of IDRC-supported network research projects supported in 2002/03:	45
Total active network research projects:	140
Total number of research institutions currently involved:	171

Food security in South Asia: enhancing community capacity to generate knowledge and influence policy
PI: Sustainable Use of Biodiversity

Context: The breakdown of traditional food-production systems is an important source of food insecurity among poor

The breakdown of traditional food-production systems is an important source of food insecurity among poor rural populations.

rural populations and, consequently, of social instability.

Objective: To enhance the capacity of communities to generate knowledge on biodiversity-based production systems and to influence food policy.

Progress to date: This project has been linking policy advocacy, training and capacity-building, and research through a variety of activities in Bangladesh, India, Nepal, Pakistan, and Sri Lanka. Information sharing is an important component, through publications, films, and farmer exchanges. In August 2002, these exchanges took an international dimension when 18 South Asian and Canadian farmers participated in the South Asia–Canada Dialogue on the Future of Agriculture, organized by IDRC, the South Asia Network for Food, Ecology and Culture (SANFEC), and InterPares, a Canadian NGO. A statement on the farmers' common vision of the future of agriculture was presented to the International Federation of Organic Agriculture Movements World Congress in Victoria, BC, and to the World Summit on Sustainable Development. The Dialogue concluded in February 2003 with a return visit to South Asia by Canadian participants: policy dialogues between farmers and national- and state-level policy-makers were held in four major cities in India (Hyderabad, Pune, Delhi, and Mumbai).

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Looking ahead: In August 2003, the SAARC (South Asia Association for Regional Cooperation) People's Forum will enable SANFEC members to formulate strategies for influencing SAARC's policies on food insecurity and its impact on regional trafficking in women and children.

MercoNet: the Mercosur Economic Research Network
PI: Trade, Employment, and Competitiveness

Context: Mercosur, a customs union linking Argentina, Brazil, Paraguay, and Uruguay, has had considerable impact on the economies of member countries. Analyzing this impact and the effects of possible supporting policies is critical to making decisions on how to move forward in the integration process.

Objective: To promote and reinforce the contribution of research to the regional integration process.

Progress to date: During the first phase of this project (1998–2002), a network of nine leading institutions was established and three regional projects were completed on macroeconomic policy coordination, foreign and direct investment, and nontariff barriers to intraregional trade. The network's strong record has

paved the way for the expansion of activities in collaboration with government officials, civil society, and international organizations. The second phase, launched in July 2002, continues MercoNet's research focus, with an emphasis on strengthening linkages between researchers and policymakers and other stakeholders. For example, in the last year, MercoNet has provided technical input to the Foro Consultivo Económico y Social, Mercosur's civil society forum, to articulate civil society positions on key policy challenges.

Looking ahead: In June 2003, the network-coordination office will relocate to the Mercosur headquarters — a clear vote of confidence, which will increase opportunities for direct interaction between researchers and policymakers.

Development of an African ICT policy research network hub
PI: Acacia: Communities and the Information Society in Africa

Context: The demand from African policymakers for information, research, and analysis on the use of ICTs as tools to accelerate growth is increasing. Research in this field, however, is limited and fragmented.

Selected objective: To establish a research network hub on ICTs for African research centres.

Progress to date: Launched in December 2002, the project aims to develop an ICT policy research base in Africa, centred at the Learning Information Networking and Knowledge (LINK) Centre of Witwatersrand University in Johannesburg, South Africa. The project will strengthen LINK's research base, improve coordination and stimulate debate across the continent, and facilitate access to information by decision-makers, academics, and civil society organizations. The research agenda is being developed collaboratively and builds on other IDRC-supported initiatives in Africa. The continental network will be enhanced by the LINK's inclusion into the Learning Initiatives on Reforms for Network Economies (LIRNE.NET), an international collaboration between the Delft Universities of Technology, the Technical

IDRC: D. Barbour

MercoNet's strong record has paved the way for the expansion of activities in collaboration with government officials, civil society, and international organizations.

The demand from African policymakers for information, research, and analysis on the use of ICTs as tools to accelerate growth is increasing.

University of Denmark, and the London School of Economics: LINK is the first African university to join the network.

Looking ahead: In 2003, network members will participate in the first expert forum in Africa on "Stimulating Investment in Network Development," to be hosted by the LINK Centre with IDRC support. Specialized master's- and doctoral-level university programs on ICT policy will be developed, a first in Africa.

Strategic Approach:
Disseminate Research Results

From information to knowledge to action — this continuum hinges on many factors. Not the least of these is dissemination: providing the information generated to those who can use it to create knowledge, to promote debate, and to broaden participation in public policy development. IDRC has always emphasized the sharing the results of the research it supports through various means, both by researchers themselves and as a corporate activity. Increasingly, such communication is an intrinsic component of the projects it supports.

Statistical snapshot
Corporate communications, 2002/03

Books published and copublished:	18
❚ Environment and Natural Resource Management:	6
❚ Information and Communication Technologies for Development:	4
❚ Social and Economic Equity:	6
❚ Other:	2
Current titles in print:	210
Books available free, full-text online:	80
Copies distributed (sold and complimentary):	17 572
Book sale revenues:	$101 000
Web pages viewed:	More than 11 million
Unique visitors to catalogue of IDRC publications:	More than 250 000

REACHING OUT TO RESEARCHERS

Archiving and disseminating the results of IDRC-supported research is the responsibility of the Research Information Management Service (RIMS) Division. RIMS maintains a corporate archive of IDRC outputs to ensure continuing access to the Centre's accumulated knowledge assets.

❚ **Archives:** 1 073 items were added in 2002/03.

❚ **BIBLIO:** The Library catalogue where researchers can find over 30 years of final research reports from IDRC-funded projects. Many reports and documents are now available in full text. In 2002/03, 32 451 searches were conducted by researchers external to IDRC.

❚ **IDRIS:** Provides comprehensive and descriptive information on all IDRC research projects since the beginnings of the Centre. In 2002/03, 19 189 searches were conducted by external researchers.

❚ **IMAGES:** Access to a digital photo library of thousands of photographic images related to IDRC projects and activity in developing countries. External researchers conducted 8 326 searches in 2002/03.

❚ **Reference services:** Library staff receive requests from researchers and students around the world for information and reports on IDRC project activity. 835 such requests were handled in 2002/03.

LESSONS ABOUT POLICY INFLUENCE FROM VIET NAM

Despite its still considerable economic and social problems, Viet Nam has made important strides: in less than 12 years, it has succeeded in raising itself from the bottom of the World Bank's list of least developed countries to the status of "simply" a less developed country. IDRC has been supporting capacity-building economic research in Viet Nam during that time. Has this research contributed to economic policymaking in Viet Nam?

A study commissioned by IDRC's Evaluation Unit in 2002/03 sought to determine to what extent — and by what means — work sponsored by IDRC in Viet Nam has had a degree of policy impact. This study was part of a large project on the influence of research on public policy undertaken by IDRC's Evaluation Unit (see p. 36).

IDRC's presence in Viet Nam goes back to 1991. In 1993, IDRC and CIDA supported a major effort to increase Viet Nam's capacity in environmental economic research through the Viet Nam Institutional Strengthening and Economic Development (VISED) project. By its close in 1997, it has supported 50 somewhat disparate projects in 25 institutions. In 1997, CIDA and IDRC each contributed $1.2 million to VISED's successor, the five-year Viet Nam Economic and Environmental Management (VEEM) program, to build on that experience in a more tightly structured manner. Focus on the economics side was on trade liberalization and the competitiveness of export industries: VEEM therefore had a clear policy focus from its inception. At the same time, IDRC supported research on economic modeling and on community-based poverty monitoring through its Micro Impacts of Macroeconomic and Adjustment Policies (MIMAP) program initiative.

The study of these three research programs concludes that all had an impact on policy, particularly on the expansion of policy capacities by developing talent in policy research and analysis and improving the capacity to communicate new ideas, among other means. They also broadened policy horizons by providing opportunities for learning and networking, for instance, and by fostering a broader understanding of issues. Timing was obviously a strong factor: Viet Nam was transforming its economic system. Strong project advisory groups with well-connected members also undoubtedly contributed.

More important, however, was IDRC's approach, which sought to develop an autonomous research and policy capability through capacity-building, institutional development, and network creation. This, the report notes, "is a patient, long-term orientation which allows for the sustained application of financial and human resources over several years and which

IDRC: M. Hibler

refuses to be discouraged by initial confusion or flailing around, and by the absence of immediate breakthrough results." IDRC "stuck with it remarkably over a ten-year period despite serious occasional difficulties and criticisms, and discouraging setbacks."

Thus, VISED provided the experimental phase where the approach was tested, institutions assessed, and a first group of researchers trained. VEEM — and to some extent MIMAP — built on that experience and brought it to fruition. The benefits of IDRC's persistence will perhaps be reaped through the Viet Nam Economic Research Network (VERN), funded in 2002/03 to continue the earlier work on issues related to trade, growth, and poverty through a competitive small grants program coordinated by the Institute of Economics, IDRC's first and constant partner in the country. Integral to the project are activities to make findings accessible to policymakers and facilitate wide discussion within civil society, insofar as the political situation allows.

IDRC, for its part, will bring the lessons learned from these experiences to bear on its future programing.

Southern agenda on trade and environment
PI: Trade, Employment, and Competitiveness

Context: Two main positions dominate the international policy debate on trade and environment: that of developed countries, which feel that developing countries are prepared to sacrifice their environment for growth; and that of the developing world, which suspects that environmental measures in trade are protectionist.

Objective: To strengthen the capacity of developing-country trade negotiators and policymakers to promote proactive positions in multilateral negotiations on trade and environment.

Progress to date: In the first phase of this project, completed in October 2002 — the first-ever attempt to systematically collect and analyze the views of developing-country delegates — formal and informal consultations were organized in advance of, and at, the Fourth Ministerial Meeting of the World Trade Organization in Doha, Qatar, in November 2001. The second phase, launched in March 2003, will provide evidence and arguments to assist developing-country governments to participate constructively in the trade and environment negotiations of the Doha round. The work is being carried out by the International Institute for Sustainable Development, the International Centre for Trade and Sustainable Development, and 10 Southern institutions, members of a London-based network called The RING (Regional and International Networking Group).

Looking ahead: Among planned products to foster policy dialogues are background papers for regional consultations, a trade and environment negotiations resource book, and a series of targeted consultations and multistakeholder forums to support the analysis and representation of developing-country interests in multilateral trade and environment negotiations.

MAPPA: Medicinal and Aromatic Plants Program in Asia
PI: Sustainable Use of Biodiversity

Context: In South Asia, most of the population, particularly the poor, relies on medicinal and aromatic plants for its primary health care.

Objective: To enhance the sustainable and equitable use of medicinal and aromatic plant resources in South Asia.

Progress to date: IDRC support for research on medicinal plants in South Asia began in 1994 and is currently provided through the MAPPA program of small grants, networking, and collaboration based at IDRC's Regional Office for South Asia in New Delhi, India. Supported also by the Ford Foundation, the International Fund for Agricultural Development, and CIDA, MAPPA has achieved notable successes. Communication and dissemination are central elements of MAPPA's work. During just the last four months of 2002/03, for instance, MAPPA supported an Indo-Nepal exhibition and seminar organized by the Ministry of Science and Technology in Kathmandu, published the proceedings of a regional workshop on Sharing Local and National Experience in Conservation of Medicinal and Aromatic Plants in South Asia, and supported a five-day workshop on Wise Practices in Himalayan Medicinal Plants, jointly organized by IDRC, UNESCO, the World Wildlife Fund, People and Plants International, and Nepal's Ministry of Forest and Soil Conservation.

Looking ahead: Information generated by MAPPA is being shared widely through the Medicinal Plant Global Information Network (MEDPLANT). MAPPA is moving into a second phase with support from IDRC, the Ford Foundation, and the International Fund for Agricultural Development.

Tenure, access to, and use of land, water, and forest resources
PI: Managing Natural Resources, Latin America and the Caribbean (Minga)

Context: In the Andean region, more sustainable use of land, water, and forest resources is key to the future well-being of rural dwellers, the national economy, and to urban water supplies.

Objective: To explore issues surrounding land tenure and access to, and use of, natural resources in the inter-Andean valleys of Bolivia as the basis for formulating a policy agenda.

IDRC: S. Colvey

In South Asia, most of the population, particularly the poor, relies on medicinal and aromatic plants for its primary health care.

In the Andean region, more sustainable use of land, water, and forest resources is key to the future well-being of rural dwellers

Progress to date: A consortium of five Bolivian organizations, led by Fundación TIERRA in La Paz, Bolivia, documented and analyzed the impact of changes in land tenure on both rural men and women's access to natural resources in the inter-Andean valleys since the agrarian reform of 1952. The main findings are that, contrary to current cadastral law, the population wants and needs private and group titles to common pool resources, as well as private titles to individual parcels. These results have been disseminated to municipal authorities through workshops in all municipalities surveyed as they are key to implementing land reform. A dissemination document on the findings was produced in October 2002, and a book was published in February 2003. The project officially ended in November 2002.

Looking forward: A dissemination phase is being supported by IDRC until June 2003. A new phase of research is being negotiated to study the third macro-region of Bolivia, the Altiplano, thus completing a country-wide survey.

Security and defense policy in Guatemala
PI: Peacebuilding and Reconstruction

Context: Facilitating reforms to democratic institutions is one of the cornerstones for building sustainable peace in war-torn societies. In Guatemala, this was recognized in the 1996 Agreement on the Strengthening of Civilian Power and the Role of the Army in a Democratic Society.

Objective: To contribute to consolidating peace in Guatemala by enhancing the capacity of various sectors of Guatemalan society to contribute to formulating feasible security and defense policy options.

Progress to date: Five booklets on security policy issues and the role of civil and defense organizations were produced and strategically disseminated through public presentations and mail-outs to members of the Guatemalan congress, political parties, journalists, academics, and members of social organizations. The booklets have also informed discussions taking place in the multistakeholder dialogue process surrounding the formulation of the Guatemalan White Paper on Defense Policy. This project, completed in March 2003, followed an earlier project by the Latin American Faculty of Social Sciences, targeted at senior policy and academic audiences. A lesson from this first project was that, to really engage on issues of security and defence policy in Guatemala, members of society needed access to information in a user-friendly format.

Looking ahead: In Central America, security sector reform and the role of the army in a democratic society are integrally linked to larger discussions on accountability and military spending, social policy reform, and socioeconomic development with equity. IDRC continues to support research to ensure that Latin Americans are able to build a solid base of knowledge to make informed decisions.

Web content management system for IDRC

Context: IDRC's public Web site and intranet have outgrown the Centre's existing Web-publishing system.

Selective objectives: To provide IDRC with a single knowledge base for Internet, intranet, and print publication and to allow the creation of subject-specific sites, thus leveraging content for knowledge building and knowledge sharing.

Progress to date: The design of the research network site and public Web site have now been completed. Customization of the Web content management system has also been completed and more than 35 000 documents migrated to the new system. More than 100 staff members have been trained in Ottawa and the regional offices. The research network site was officially launched in December 2002. The public Web site will be launched in mid-2003.

Looking ahead: Poor connectivity has delayed implementing the system in IDRC's regional office for Southern and Eastern Africa, and war has hindered progress in the Middle East and North Africa. Unanticipated requests for additional sites and customization have slowed the development of intranet sites, which are now anticipated for the end of 2003. The first community Web site — the MIMAP network site — is being migrated to the system: this will extend the network to users outside IDRC.

ANALYZE, EXPLORE, AND CONSOLIDATE

"IDRC will explore new opportunities and build selectively on past investments within its new program framework."

IDRC: P. Bennett

Evaluation makes an essential contribution to learning and decision-making about research within IDRC.

Responding to the evolving needs of its developing-world partners and capitalizing on new insights garnered by Southern scientists are hallmarks of IDRC's institutional flexibility. Flexibility, however, poses its own set of challenges. IDRC relies upon experience, the judgement of its staff, extensive environmental scans, and a variety of other mechanisms for identifying new avenues of research where our support can best contribute to development efforts.

Balanced against the needs and demands of new endeavours on the one hand is the requirement for longer term support of research and capacity-building efforts on the other. Persistence, goes the old axiom, pays off. But persistence must be informed. One of those sources of information are evaluations: the evaluation processes that IDRC has put in place — and continues to develop — provide information that is critical to informed decision-making both within the Centre and among the partners it supports. The examples that follow illustrate how IDRC

balances exploring new opportunities with building selectively on past investments within the framework of its current Corporate Strategy and Program Framework (CSPF).

Strategic Approach:
Evaluation

Evaluation makes an essential contribution to learning and decision-making about research within IDRC and, increasingly, within its partner institutions. The Centre promotes evaluation as a planning, management, and accountability tool. The Centre also builds local capacity for evaluation and assesses the use of research and its impact on development. The growing demand for evaluation training and the emergence of evaluation associations in the South is a clear indication that our Southern partners are also embracing evaluation as a means of enhancing the effectiveness of their institutions and the research they undertake.

Statistical snapshot
Evaluations carried out by type and program area

Program area	2002/03				2001/02				2000/01			
	Total	Project	Program	Corporate	Total	Project	Program	Corporate	Total	Project	Program	Corporate
ENRM	17	7	5	5	10	8	2	0	14	10	4	0
SEE	5	0	1	4	6	4	2	0	17	14	3	0
ICT4D	9	1	1	7	2	2	0	0	4	2	2	0
Other	1	0	1	0	4	0	1	3	2	0	0	2
Total	32	8	8	16	22	14	5	3	37	26	9	2

Corporate assessment framework

Context: IDRC's focus on learning by doing extends to its own programs, which learn about their effectiveness by undertaking evaluation studies. However, evaluations that meet the learning needs at the project and program levels do not generate data that can be readily accessed and used at the corporate level to address strategic issues or corporate performance. In the course of implementing the current CSPF, the need for better measures of corporate performance has become apparent.

Objective: To generate empirical information on keys areas of corporate performance.

Progress to date: In April 2001, IDRC's Senior Management Committee committed to expanding the Centre's evaluation system to include comprehensive performance monitoring at the corporate level. Senior management has selected seven performance areas from the CSPF to monitor: considerations of gender, Canadian partnerships, evaluative thinking, regional presence–programing balance, donor partnerships, indigenous capacity building, and research results for policy and technology influence. Working with the Evaluation Unit during the past year, senior management has developed preliminary definitions of good performance for all seven areas and continues to define and monitor the characteristics of good performance within each area.

Looking ahead: The Evaluation Unit will continue to develop background material on performance monitoring, in refining monitoring strategies, and in data collection and analysis.

Worldwide, ICT-based interventions are now a common component of development projects. And yet, far too few development organizations fully understand their impacts on gender equality.

Gender Evaluation Methodology

Context: Worldwide, ICT-based interventions are now a common component of development projects. And yet, far too few development organizations fully understand their impacts on gender equality.

Objective: To develop methodologies to determine if ICTs really improve women's lives and how they might, and to mainstream gender considerations into ICT development interventions.

Progress to date: Since 2001, IDRC, in association with the Women Networking Support Program (WNSP) of the Association for Progressive Communications (APC) and a consortium of donors, has been supporting a project to develop tools and the capacity to better assess the effects of ICT projects along gender and social parameters. The result is the Gender Evaluation Methodology (GEM). GEM integrates gender analysis into evaluations of ICT interventions geared to social change, and it can be used as a project planning tool to incorporate gender concerns. In 2002, APC, with input from IDRC's Evaluation Unit, refined GEM and began field-testing it through a series of workshops in Africa, Asia Pacific, Latin America, and Central and Eastern Europe: 29 organizations and networks are involved in testing GEM in a variety of ICT projects.

Looking ahead: APC will use the results of the regional workshops and local experiences to further refine GEM and to draw out lessons about the effect of ICT use on gender equality, women's empowerment, and social transformation. A core group of individuals and organizations will be trained in the application of the GEM and will serve as resource people.

Influence of research on public policy

Context: Supporting research that influences policy is increasingly central to IDRC's activities. Although IDRC-supported research influences policy in many ways, how research actually contributes to policy processes is not fully understood.

Objective: To build a deeper understanding of how IDRC-supported research has influenced public policy to improve the policy reach of future Centre programing.

Progress to date: In 2001, IDRC initiated a strategic evaluation into the influence of research on policy: 29 case studies covering 67 projects in more than 20 countries were commissioned. These studies were completed in 2002/03. Together with other background studies, this research has shed new light on how IDRC programs contribute to policy influence. In the past year, four workshops — one each in Africa, Asia, Latin America, and Ottawa — were held to discuss findings and begin an analysis of the case studies.

Looking ahead: Issues identified during the workshops, such as the importance of persistence in our support and how to effectively communicate and disseminate research results to policymakers and other stakeholders, will be more fully explored. The studies will be analyzed, synthesized, and published.

IDRC: P. Bennett

IDRC: P. Bennett

Development organizations are under constant pressure to demonstrate that their programs improve the well-being of their intended beneficiaries.

Outcome Mapping

Context: Development organizations are under constant pressure to demonstrate that their programs improve the well-being of their intended beneficiaries. However, such "impacts" are often the product of a confluence of events for which no single agency or group of agencies can realistically claim credit. As a result, assessing development impacts remains problematic.

Objective: To characterize and assess the contributions development programs make to improving people's lives.

Progress to date: In 1999, IDRC's Evaluation Unit developed a new approach to planning, monitoring, and evaluating development research. Called Outcome Mapping, it focuses on behavioural change and assesses the contribution a given intervention has made in solving the problem it was intended to address. In 2001, IDRC published *Outcome Mapping: Building Learning and Reflection into Development Programs*. The past year has seen the completion of a set of tools for those who teach and use Outcome Mapping. Within IDRC, Outcome Mapping is now used by 12 program groups. Outside of the Centre, more than 30 organizations have adopted this new methodology.

Looking ahead: IDRC will continue to refine and promote Outcome Mapping as a tool for monitoring, evaluating, and improving the effectiveness of its programing.

Strategic Approach:
Partnerships

By partnership, IDRC envisages a relationship based on a shared vision and mutual respect that addresses equitably issues of ownership and control; that recognizes fully the different contributions of each partner; that explicitly acknowledges reciprocal rights, obligations, and accountability; and that is conducted in an open, transparent, and collegial manner. Partnerships with recipients, Canadians, other donors and governments have been and will continue to be a key strategy by which IDRC garners support for promising research and expands the

flow of resources to researchers in developing countries. IDRC's Partnership and Business Development Division is the focus of institutional efforts to increase the resources available for development-related research in the South through strategic partnering with like-minded donors, development agencies, and other institutions in Canada and worldwide.

Statistical snapshot

Number of ongoing donor partnerships 2002/03:	39
Total number of donor partners since 1971:	146
Resource expansion target for 2002/03:	$16.5 million
Actual resource expansion, 2002/03:	$36.5 million*
Projected for 2003/04:	$15.4 million

*The variance stems from the delayed graduation of the Micronutrient Initiative Secretariat as a separate entity.

Building learning systems for Honduran development

Context: In October 1998, Hurricane Mitch tore across Central America leaving 1.5 million victims in its wake. One of the worst hit countries was Honduras. With support from the international community, the Government of Honduras created a series of roundtables that brought together government, civil society, and donor representatives to coordinate reconstruction efforts. The roundtable process has now been expanded to help guide Honduras' development plans.

CIDA: D. Trattles

In 2002, IDRC and CIDA announced the creation of a new program, Building Learning Systems for Honduran Development.

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Projects are isolated because of poor connectivity in much of rural Asia and the Pacific.

Objective: To strengthen the capacity of Hondurans to plan and implement development projects and policies that address the needs of the poor and other vulnerable populations.

Progress to date: In 2002, IDRC and CIDA announced the creation of a new program, Building Learning Systems for Honduran Development. The program is funded through a $5 million grant from CIDA's Pro-Mesas program, which was created to enhance dialogue between government, civil society, and donors supporting reconstruction efforts following Hurricane Mitch. The project will feed discussions within the roundtables on agriculture and environment. An IDRC grant was also approved in 2002/03 in support of this concerted effort.

Looking ahead: The project is currently piloting a learning systems approach in two planning forums, the Pro-Mesas team and the national program for sustainable rural development. IDRC's Bellanet Secretariat is working with national partners to develop a Web-based communications and knowledge-sharing system to capture and share the results from these and other forums.

Electronic Networking for Rural Asia Pacific Projects
PI: Pan Asia Networking

Context: Projects supported by the International Fund for Agricultural Development (IFAD) — the UN agency charged with alleviating poverty in rural communities — are isolated because of poor connectivity in much of rural Asia and the Pacific.

Objective: To help projects in the Asia Pacific region funded by IFAD more efficiently document and share knowledge and best practices in rural development, primarily through electronic media.

Progress to date: A three-year pilot phase of Electronic Networking for Rural Asia Pacific Projects (ENRAP) was launched in 1998 with IDRC support. An evaluation revealed solid gains in capacity building and in raising awareness of the need for, and advantages of, self-sustaining communications among IFAD-supported projects. However, the evaluation also found that the project fell short of its goals of documenting and sharing knowledge on a systematic network-wide basis. On completion of the project's first phase in late 2002, ENRAP's core partners (IFAD, Bellanet, IDRC, NEXUS Research Cooperative, TeleCommons Development Group, and World Link Communications Private Limited, Nepal) agreed on a second phase of funding. It is building on the evaluation findings to help IFAD projects become more effective in documenting and sharing knowledge and best practices.

Looking ahead: ENRAP II will have more focused, clearer, and manageable objectives. A people-based network, it will also ensure a minimum level of ICT access and institutional capacity building to facilitate communication and knowledge exchange. The focus will be on national networking to help ENRAP share information and knowledge. Some 40 projects in eight countries will be involved.

Canada–Latin America and the Carribean research exchange grants
Canadian Partnerships Program

Context: There is growing interest on the part of Canadian, Latin American, and Caribbean researchers for stronger partnerships among themselves. IDRC has been fostering this type of collaboration since the creation of its Canadian Partnerships Program in 1979. Canadian Partnerships contributes to a wide range of small research, knowledge-sharing, and dissemination activities that seek to engage citizens in issues of global importance.

Objective: To strengthen international partnerships and consolidate emerging networks among academic researchers from Canada and Latin America working in one or more of IDRC's priority areas.

Progress to date: Since the project was launched in 1995, 108 grants have been awarded. In 2002/03, IDRC renewed its funding of the Canada–Latin America and the Caribbean research exchange grants for a third three-year cycle. Funded by IDRC, the initiative is managed by the Association of Universities and Colleges of Canada (AUCC). Through this research exchange program, AUCC and IDRC foster a better understanding and familiarity among Canadian researchers and academics, and among institutions throughout the Americas.

Looking ahead: Sixteen travel-support grants, each a maximum of $6 500, will be awarded in 2003. AUCC and IDRC will strengthen and broaden the scope of existing interactions between Canadian and Latin American researchers.

There is growing interest on the part of Canadian, Latin American, and Caribbean researchers for stronger partnerships among themselves.

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A LESSON ABOUT THE VALUE OF MULTIDISCIPLINARY RESEARCH

It was one of IDRC's most "visible" projects. In the early 1990s, the global news media became entranced by a small town in northern Chile that was harvesting fog for drinking water. Newspaper reporters and television cameras were drawn by the sight of the giant mesh collectors that trapped droplets of fog drifting in from the coast. Those droplets — which coalesced into an average of 15 000 litres of water a day — were piped down from the El Tofo mountain for use in the formerly parched community of Chungungo.

The technology worked well and the increased water supply helped to transform the town. The population tripled and local officials capitalized on the community's new profile to lobby successfully for electricity and telephone services. By summer 2002, however, the mesh nets that blanketed El Tofo mountain were in tatters and local officials were campaigning for an expensive pipeline from the Los Choros river to supply the town's water needs. In the meantime, water is once again being hauled in, at much greater expense, by truck.

What changed? For one, success gave rise to practical problems. With 900 inhabitants in the town — rather than 300 — the original number of fog collectors could not supply enough water. Even more unsettling, periods without fog meant depleted reservoirs and occasional drought in the community. Fog collectors came to be seen as an unreliable source of water. Second, a study commissioned by IDRC in 2002 found that not enough preparatory work had been done to determine if the community had the commitment to sustain this type of technology and how much it was willing to contribute to maintain the fog collectors. In part, this was

due to a change in project direction. It had originally been conceived as a way to perfect the fog collector technology, with the water being used in a reforestation project. Supplying water to the community was an unforseen application, which created organizational chaos with no single authority responsible for the system.

Those who have followed the roller-coaster ride of fog collecting at El Tofo draw some clear lessons from the experience. One is that understanding social conditions and securing the involvement and commitment of local people is always vital to the long-term viability of a development project. IDRC's multidisciplinary approach to programing, refined since the launch of the fog catcher project, means that research takes into account social as well as technical facets of a problem. It is an ongoing challenge to ensure that these factors are adequately addressed in the design and execution of each research project.

Another lesson is that fog collectors work. Proof of this can be found in a new network of specialists who have taken this technology to arid areas across the globe. Today, fog collectors have been adopted or are under study in 25 different countries, including Guatemala, Haiti, Nepal, and Yemen.

IDRC: J.-M. Fleury

From 1992 (top) to 2002 (bottom): Understanding social conditions and securing the involvement and commitment of local people is always vital to the long-term viability of a development project.

Strategic Approach:
Explorations

The changing context of international development requires that IDRC constantly re-examine and recast its programing to address new challenges. It also mandates that the Centre explore new opportunities, whether thematic or methodological. IDRC's Program of Work and Budget 2002/03 noted, in fact, that considerable turbulence in the development environment could offer IDRC new opportunities to apply its expertise. A formal mechanism exists to enable IDRC to examine new issues in greater detail: explorations. The goal of explorations, as IDRC is currently doing in the areas of water, climate change, and biotechnology, is to see how we can enhance programing in these areas, whether as a dedicated program, or through existing programs and project modalities.

The criteria used to judge whether or not to support these new areas include

▪ Has a request for research on a particular issue been submitted from a developing country?

▪ What research, if any, is already underway in the developing world?

▪ What are other donors and Canadian institutions doing in related areas?

▪ How do these new issues fit into the Centre's programing framework?

▪ Most importantly, how could IDRC support be expected to make a significant difference?

Explorations can take place within programs, as the "What kind of peace is being built?" example below shows. They can also occur at the corporate level, as was the case for the Governance, Equity, and Health program, which graduated from an exploration to a program initiative in 2002/03. IDRC also supports less formal explorations as part of its regular programing.

Governance, Equity, and Health

Context: IDRC's 2000–2005 CSPF cites governance as one of the new elements the Centre will seek to introduce into its program approaches. One of the main themes identified within this broad category is "research on innovations in the management of public goods, such as education and health care." In March 2001, the Board approved a proposal to explore the usefulness of supporting research on governance, equity, and health.

Focus: Governance, Equity, and Health (GEH) examines health systems through a governance lens and conversely uses health to approach challenges in governance — how power is exercised, how decisions are taken, and how citizens have their say. The GEH mission is strengthening health systems, promoting civic engagement, and making research matter.

Progress to date: In its exploration phase, GEH built on-going projects in sub-Saharan Africa and focused on research-to-policy linkages. The evolution of these activities convinced Centre management that the GEH approach was sound and that IDRC should increase its support for this work. In 2002, IDRC's Board of Governors approved a four-year prospectus, creating a new program initiative that builds on the platform consolidated during the exploration period. To date, 11 new projects have been approved for funding and 25 more are in GEH's planning pipeline. The Swiss Agency for Development and Cooperation (SDC) has approved $1.5 million over four years in program-level funding for GEH, a first at IDRC.

Looking ahead: In the next two years, GEH will build a portfolio of projects addressing four key research entry points: the policy process, health systems, priority conditions or interventions (such as tuberculosis and HIV/AIDS), and civic engagement. The PI is also implementing an innovative approach to linking research results to policy development and other activities, called GEH Research Matters.

What kind of peace is being built?

Context: In 1996, IDRC established the Peacebuilding and Reconstruction (PBR) program initiative to explore what contributions research could make to building a lasting peace in countries emerging from violent conflict. Six years after its creation, the field is at a crossroads. The uneven benefits — even in cases of relative success such as Cambodia, El Salvador, and South Africa — together with national policies advocating pre-emptive defence in the international war on terrorism has many practitioners questioning the very notion of peacebuilding.

Objective: To examine the current state of the peacebuilding and reconstruction field and explore new avenues for research and policy.

IDRC: P. Bennett

Governance, Equity, and Health (GEH) examines health systems through a governance lens and conversely uses health to approach challenges in governance.

IDRC: C. Mayo

IDRC established the Peacebuilding and Reconstruction (PBR) program initiative to explore what contributions research could make to building a lasting peace in countries emerging from violent conflict.

The goal of IDRC's capacity-building efforts are self-sustaining institutions and research systems. Learning by doing leads to experience and, with persistence, to a critical mass of trained professionals who can inform policymaking processes and contribute to sustainable development efforts. When this threshold has been reached, IDRC looks to devolve the responsibility for coordination, administration, and management of programs and networks to institutions in the South. Some examples follow.

Poverty and Economic Policy network

PI: Micro Impacts of Macroeconomic and Adjustment Policies

Context: Launched in 1990, the Micro Impacts of Macroeconomic and Adjustment Policies (MIMAP) program initiative has established a series of networks that connect developing-country researchers, policy officials, NGOs, and international experts. These networks work to increase knowledge of the human costs of macroeconomic policies and shocks and improve policies and programs to alleviate poverty and increase equity.

Objective: To help developing countries build the knowledge base to measure and analyze poverty, as a well as design policies and programs that meet economic stabilization and structural adjustment targets while alleviating poverty and reducing vulnerability.

Progress to date: On 13 November 2002, Université Laval in Québec announced the launch of the Poverty and Economic Policy (PEP) network. PEP is comprised of three subnetworks on modeling and policy impact analysis (MPIA); poverty measurement, monitoring, and analysis (PMMA); and community-based monitoring systems (CBMS). It includes more than 40 research teams from Asia, Africa, and Canada. The move to consolidate these networks into one umbrella network emerged from a concerted effort by MIMAP to devolve the management of its research networks to Southern institutions. The new network is managed

Progress to date: In the course of carrying out or supporting research on challenges common to postwar situations, IDRC and its partners frequently asked an essential question: What kind of peace was being built? In early 2001, IDRC initiated a transnational discussion to explore this question more systematically. A workshop in September 2002 brought together some 40 partners and practitioners from the research, diplomacy, policymaking, and programing communities in the North and in the South to take stock of what has been achieved in postwar peacebuilding efforts and to look at how this is informing our thinking about broader peacebuilding, conflict prevention, and human security challenges.

Looking ahead: IDRC's PBR program initiative and potential partners are exploring new research endeavours to follow up on the broad agenda outlined during the workshop.

Competition policy

Context: Competition policy is an issue of growing importance in international discussions at the World Trade Organization and other forums. It represents a relatively new and difficult challenge to

public policy for developing-country governments.

Objective: To examine international competition policy as an emerging issue within global trade talks and its implications for developing countries.

Progress to date: In 2001, IDRC engaged a technical advisor to help it develop a program of research on competition policy and development. In April 2002, a group of experts from across the world met in IDRC's Regional Office for Latin America and the Caribbean to examine international aspects of competition policy. The workshop provided an opportunity to exchange information on ongoing policy changes and international negotiation processes and to explore how research might help developing countries create prodevelopment competition policies. The workshop led to the development of six research projects that examine aspects of competition policy and development and to the establishment of a network of researchers working on these issues.

Looking ahead: The proposals are being considered for IDRC funding and being submitted to other donors. IDRC is also willing to support the network.

A LESSON ABOUT PARTNERSHIPS

Since its inception, the Centre has sought like-minded partners to increase the resources available for its support to development-related research in the South. The Partnership and Business Development Division (PBDD) was established in 1996 to develop a systematic business development approach for these partnerships. Over the years, 146 donors have cofunded Centre projects: 97% of the Centre's external funds have come from 35 of these projects.

The 2000–2005 CSPF reaffirmed that donor partnerships are an integral part of the Centre's modus operandi, but selectively — when they are consistent with the Centre's mandate and the CSPF, and when they enhance program impact and reach for the benefit of IDRC's partners in the South. In March 2000, because of declining resources, Centre management mandated an Operational Review Working Group (ORWG) to examine how the Centre could reduce its support and operational costs. One of the areas to come under review was the Centre's partnership and business development functions.

In its 2001 report to the Centre's Senior Management Committee, the ORWG recommended the development of a policy framework to guide IDRC's partnerships with other donors, with a focus on the development of strategic partnerships with like-minded donors. Furthermore, they suggested that the policy should concentrate partnership efforts on a smaller number of key donors, building relationships that go beyond individual projects.

After a year-long analysis, PBDD's response to these recommendations was presented to IDRC's Board of Governors in March 2003. The Strategic Donor Partnering Framework proposed focuses on reducing the transaction costs of IDRC's partnering activities while fostering long-term institutional relations with a group of core donors, development agencies, and other institutions in Canada and elsewhere. To retain flexibility and innovation in donor partnering, however, the framework includes four partner groups, from core donors down to risky or high transaction cost donors, with which the Centre will work, but at differing levels and in different ways. Partnering activities include information exchange, shared learning activities, program cooperation, and joint publications, as well as monetary coinvestment. The goal in these undertakings remains that of increasing the scope and reach of IDRC's programs.

Discussions are ongoing to understand clearly the impact this framework would have on the Centre's resource-expansion activities and to develop flexible strategies to ensure both efficiency and effectiveness.

Donor partnerships are an integral part of the Centre's modus operandi — when they are consistent with the Centre's mandate and when they enhance program impact and reach for the benefit of IDRC's partners in the South.

jointly by the Angelo King Institute, Manila, which is coordinating the CBMS subnetwork, and the Centre Interuniversitaire sur le risque, les politiques économiques et l'emploi, Québec, which is coordinating the MPIA and PMMA subnetworks. Under the rubric of PEP, work undertaken by the three subnetworks will be closely integrated and will be managed on the basis of a competitive grant framework. The PEP research network announced its first call for proposals in November 2002.

Looking ahead: The ultimate goal is to devolve the management of all the subnetworks to Southern partners.

Institute for Connectivity in the Americas

Context: As one of Canada's contributions to the 2001 Summit of the Americas, the Institute for Connectivity in the Americas (ICA) was created and provided seed funding to build on the success and experience of the Connecting Canadians Strategy and Canada's international development and ICT programs. IDRC was chosen as ICA's incubator organization because of its experience in developing and managing ICT programs for development.

Objective: To promote the implementation of innovative uses of ICTs for development in Latin America and the Caribbean.

Progress to date: The ICA became fully operational in 2002/03. It has created a Hemispheric Advisory Board to guide its operations, hosted two regional forums, and completed its staffing. ICA currently supports a number of projects that seek to establish e-strategies, promote knowledge networking, and foster innovation and demonstration. For example, in 2003, ICA announced the expansion of Somos@ Telecentros Network, a regional telecentre network that links 800 members and 2 600 registered telecentres. An awards program for young professionals has also been launched to enable them to get on-the-job experience. ICA partners include the Canadian government, IDRC, the Inter-American Development Bank, the Organization of American States, and the World Bank.

Looking ahead: In 2003/04, ICA will move its programing to full implementation levels, secure partnership investments, and host two additional regional forums. Activities of the PAN Americas corporate project will be closely twinned with ICA's as a means to strengthen both initiatives.

Regional Model Forest Centre for Latin America and the Caribbean
International Model Forest Network Secretariat

Context: The International Model Forest Network (IMFN) was launched by the Government of Canada during the World Summit on Sustainable Development in 1992. The IMFN Secretariat was formally established at IDRC in 1995. The network now includes 19 model forests in 11 countries, linked to 11 more in Canada.

Objective: To establish a regional hub linking model forest sites across Latin America and the Caribbean.

Progress to date: The Regional Model Forest Centre for Latin America and the Caribbean (RMFC-LAC) was announced by the Government of Canada at the World Summit on Sustainable Development in Johannesburg in 2002. The decision to establish a regional centre was made largely in view of strong indications of continued growth and expansion within Latin America and the Caribbean. "In the view of regional partners and the IMFNS," says Peter Besseau, Executive Director of IMFNS, "the RMFC-LAC represents a logical evolution away from a single global secretariat based in Ottawa to a more efficient decentralized network that allows for stronger regional leadership on strategic, governance, programing, and other issues." The RMFC-LAC will begin with an initial three-year funding base of US$1.8 million, with US$1 million provided by CIDA.

Looking ahead: Over the next three years, the RMFC-LAC will aim to increase the number of participating countries from three to six and to increase the number of model forests from 5 to 11. It will also serve as a pilot for a similar regional centre now under discussion for Asia.

IDRC: P. Bennett

An awards program for young professionals has also been launched to enable them to get on-the-job experience.