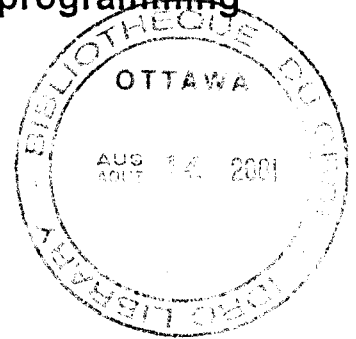




International Development Research Centre  
Centro Internacional de Investigaciones para el Desarrollo

## Regional trends in LAC and their implications for IDRC programming

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### Introduction

This paper was prepared for the meeting "IDRC Programming in LAC", to be held in LACRO on March 12-13, 1998. The paper is based on previous presentations made at different venues and to different audiences, though the content has been adapted to the needs of the specific discussion that is going to take place in Montevideo, and some issues that were not appropriately developed in its previous incarnations have been presented in greater detail.

The paper is in five sections. The first section summarizes some key, recent trends in Latin America's development path, which we understand to have significant implications for IDRC's programming in the region. The second section identifies specific trends in the organization, funding and production of research in the region. The third section summarizes what we understand to be the main implications of these trends for IDRC programming. The fourth section presents some concrete ideas on how to address the challenges before us, illustrated with examples from ongoing activities in LAC. The final section summarizes what we see as some "policy implications" of our analysis.

### Some key development trends in LAC

In recent times, the LAC region has been struggling to find a sustainable and socially viable development path, looking for the appropriate equilibrium between the recommendations from "the Washington consensus" and emerging needs and demands that do not fit easily with it.

Despite the end-of-year turbulences triggered by the financial crisis in East Asia, the

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<sup>1</sup>This paper summarizes thinking developed through a series of consultations and planning meetings with the whole LACRO team over the last year. The usual disclaimer regarding remaining errors, applies.

Latin American economies recorded in 1997 their best performance in the last quarter of a century, with average GDP growth of 5.3% (compared to 3.2% in 1991-96) and average inflation under 11% p.a. (only four years ago, average inflation for the region was above 800%). This performance —now threatened by the unfolding international scenario— has just capped a period of structural reforms and macroeconomic achievements, and has been greatly facilitated by a boom in capital inflows and exports (ECLAC, 1997a).

However, even at this aggregate level of analysis, there remain some areas where improvements are slower to materialize or are simply nil. Latin American societies continue to be among the most inequitable in the world, and GDP growth has failed to *expand employment or reduce poverty by significant amounts* (on recent distributional trends see ECLAC, 1997b; also Londoño and Szekely, 1997). The region's average unemployment has been growing steadily since 1991 until 1996, with only a minor decline in 1997: average unemployment for the region was 7.5% in 1997, with 9 out of 17 surveyed countries listing rates close to, or above 12%.

At a more micro level, different sources have observed the emergence of new forms of social fragmentation and exclusion. Poverty, usually related to unemployment, under-employment and real or perceived vulnerability of jobs, are having an impact in patterns of behavior. In particular, wider sectors of the population feel that their integrity is threatened by crime and violence. The concerns reached a level where the IADB felt compelled to commission a study (published in 1997) on the social and economic implications of criminal activities.

Weak spots of the current development strategy go beyond the social manifestations. The exports boom is based to a great extent on intensive exploitation of natural resources (a major share of them, non-renewable). This raises several issues. First, there is the question about the sustainability of this development strategy. Second, the countries in the region are still to find ways of ensuring that natural resources exploitation does not become an *enclave activity* yielding little or no benefits to the rest of the economy. Third, the development strategy creates new problems in the relationship between societies and their natural environment.

While the region's ability to grow and export is an encouraging sign, less encouraging are the indications that it remains highly vulnerable to external shocks. The other face of the capital inflows is a very significant current account deficit. Therefore, any adverse shock on export prices and/or incoming flows of capital has the power to impact on the region's growth potential and generate severe macroeconomic instability (the Tequilazo of 1994 and the foreseeable regional implications of the East Asian financial crisis have been recently more clearly demonstrated this vulnerability).

Last, but not least, genuine democracy —beyond periodic elections— is far from fully consolidated in many countries of the region, as unfolding developments in Colombia,

México, Paraguay or Perú attest. The challenge of opening and/or strengthening channels of citizens' participation, while coping with globalization, reduced financial resources and growing social needs, is one that will continue to demand the greatest ingenuity devoted to institution building in the broadest sense (O'Donnell, 1996).

As the Latin American societies get used to democratic practices and access to freer information, the demands for further democratization of social life expand. Though far from reflecting the definite eradication of corruption, the region has witnessed how presidents were fired, or prosecuted after stepping down, for practices that would in other times have gone unpunished. The demand for transparency in LAC is probably greater today than it has ever been in the past, or than it is today in other parts of the developing world. With the pace of adoption of "western" values, the pro-transparency discourse --if not the full practice-- can only be expected to grow in support.

The failures of the previous development strategies, and the programs of structural reform promoted by the IFIs, have led to a diminished presence of the State in most dimensions of social life. The policy agenda coming from the multilateral banks does not allow us to expect that this will change in the foreseeable future (Burki and Perry, 1997). However, either due to inertia or to deeply rooted cultural and behavioral patterns, the Latin American State remains a key --though less resourceful-- player in the development arena, and this makes the Latin American situation different from that in other developing regions.

*failed, or just  
reached end of  
their usefulness*

*or to real is  
that only  
can meet*

In any case, the region's recent history reveals noticeable changes in the relative importance, salience and power of different actors. While states retreat from areas where they used to be active players, the private sector (both national and foreign) occupies many --though not all-- of the gaps left open, frequently exhibiting a dynamism and creativity the public institutions had lost. This also raises quite a few issues, since the private sector reasonably has goals other than those pursued by government institutions, and it is not ready or interested in filling all the voids the State's retreat has created.

At the same time, with the boom in foreign investment, Canadian corporations are becoming --perhaps for the first time in LAC history-- big, if not the main, players in many sectors. Oil, mining, forestry and timber, and telecommunications, are some of the sectors where the Canadian presence is more clearly felt, but they are by no means the only ones.

The landscape of the Americas' international links and solidarities is also experiencing profound change. Perhaps a sign of the times is Canada's shift from an Euro-centered foreign relations strategy to one that pays a much greater attention to the links with its hemispheric neighbors. The country's decision to join the OAS, its leading role in several hemispheric initiatives (like the OAS' Inter American Council for Integral Development, or CIDI, for its Spanish name), the recent Team Canada visit to the

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region, or the recurring talk of bi-lateral agreements with the MERCOSUR, bypassing block-to-block negotiations conducted by NAFTA, are symptomatic of Canada's renewed interest in relationships that had not been considered a priority in the past (see, for example, Klepak, 1994). Similar re-appreciations of regional and hemispheric links are taking place in many countries of Latin America.

### **Trends in the organization, funding and production of research**

In large parts of the region, the overcoming of military dictatorships and the changes in the role of the State have had major implications in the landscape of research production. Coming from a tradition of open access, confronted with an ever expanding demand but reduced material resources, and unable to avoid a growing dispersion of efforts by the accelerated reproduction of schools and departments, many public universities have seen themselves impoverished. On the other hand, unsatisfied demand --both from students and employers of recent graduates-- has created the favorable conditions for the development of relatively well-off private colleges and universities, often staffed by professionals trained by the public university system (Veja, ?). Concurrently, the soft, "political" support for many NGOs that had justified their existence as the guarantors of diversity in dictatorially "homogenized" environments has definitely vanished.

In terms of funding, the local public sector, international development aid agencies and foreign private foundations have diminished their contribution, with the private sector and the IFIs making up for part of the lacking resources. The latter have increasingly moved into "soft" sectors, such as social and environmental concerns that in the past were almost exclusively emphasized by a few ODA agencies.

These recent trends have had several important consequences on the nature and location of research. First, a greater share of the research produced in Latin America is being done in the form of consultancy contracts, or other "private" and "temporary" arrangements, rather than as part of the regular activities of an academic institution, funded out of a core budget. Not only the contractual arrangements but also the substance of the knowledge produced has changed, to respond to the needs of funders who are increasingly emphasizing applied and short-term outputs.

The researchers in NGOs, who had enjoyed the benefits --vis-à-vis their colleagues in the Universities, in the region and elsewhere-- of not having to teach, have had to return to teaching, but they haven't always moved completely back to the University. Instead, they often do research in an NGO or consulting firm, while having a part time teaching appointment. This relieves the pressure on Universities to improve their salaries, but also deprives them of the benefits (i.e., internalized externalities) from jointly developed teaching and research activities. The net effects of these changes on a countries' research capacity (in the broadest sense) are not obvious: while truly

independent research tends to disappear as more researchers are increasingly involved with economic interests, the "ivory tower" scientist is also an extinguishing specie, and this may also have some advantages. More generally, less knowledge is being produced in the usual academic environments and more in new, emerging settings.

In terms of the region's integration in world research circuits, technological and cultural changes are doing a lot to accelerate the pace at which this is taking place. Post graduate training in Northern institutions, is becoming the rule rather than the exception, even in the least developed countries of the region. This is having a great impact in terms of links created with international research communities, augmented by the ICT revolution that lowers the costs of maintaining regular contacts with colleagues abroad. Similarly, the region is witnessing an impressive growth in the number of college graduates pursuing post-graduate studies and in the domestic supply of post graduate training.

Though the region's ability to interact with the rest of the world has expanded, the knowledge needs are far from stagnant, but actually grow equally fast, fostered by globalization and the opening up of societies and cultures. The type of responses --in terms of knowledge generated-- that the new institutional arrangements tend to produce, do not always satisfy the changing needs of the times: some observers have highlighted, for instance, the tensions between a trend for knowledge to become more "technical" and narrow in scope, while the type of uncertainties generated by globalization demand responses to questions that sometimes are more general and fundamental. Some recent research on the relationship between basic science and applied knowledge, and their impact on development, also suggests that it may be a short-sighted strategy for developing countries to let more basic research fall between the cracks (Nightingale, 1997).

## Challenges

The social, economic and political environment, and the specific trends in the organization and production of knowledge, determine some identifiable challenges for IDRC programming in LAC, which we have chosen to organize in four categories:

- E.S. 7
- a. Sustainability. Some lines of research the Center has promoted and is interested in promoting are now threatened by the decline in public funding. New actors appear with the resources to support research but with goals that are not exactly the Center's. The Center itself has less resources available. How can IDRC create the conditions for research to proceed in those areas of interest, even when IDRC's support cannot last forever? How do our programs ensure that previous investments in human capital do not consume themselves, while preventing "continuity" from weighting too much on funding decisions? The research that IDRC would like to support is of a public good nature, but the

Center doesn't have the power to "tax" the beneficiaries. How does it contribute to create the willingness to pay?

- b. Efficiency. The Center is increasingly challenged to do the same, or more, with less resources. How can the development impact of our work be maintained when resources are scarcer? What is the appropriate scope of IDRC program for LAC? What is the desirable balance between quality of research outputs and capacity building, when the Center can't be sure to have the resources to support both? Can processes be streamlined to reduce transaction costs? How are duplications avoided, both within the Center and between the Center's work and others'?
- c. Transparency. Capacity building often requires highly judgmental calls about what works and what does not. Moreover, the targets of capacity building activities would probably not make it in a standard competition for resources, based on academic merits. How does IDRC avoid being seen as venal, while retaining the room for maneuver needed for effectiveness? How is transparency enhanced while preserving the Center's ability to be effective in capacity builders? Moreover, a country's "average capacity" in research may be a poor guidance in the allocation of support, since the average may be distorted by the strong capacity of research actors that are not committed to sustainable and equitable development. How does the Center respond to these realities? How are Canada-LAC partnerships promoted without losing sight of the needs of the Southern stakeholders?
- d. Effectiveness. How is it ensured that research produced is what local societies most need, while fulfilling IDRC's mandate and pursuing the Corporate goals? How does the Center deliver a coherent program? How can a balance be attained between policy/practical relevance and the need to support applied but long term research that others are not funding? How is impact maximized through coordinated efforts with other donors, while avoiding "paying for somebody else's agenda"?

We realize that many of these dilemmas are not exclusive to LAC. However, the particular conditions of LAC should make the appropriate responses specific. To the identification of some suitable responses we devote the next section.

### **How can IDRC respond**

Through trial and error, consultations with partners, within center discussions, and some soul searching, the LACRO group has come to some tentative responses to the challenges addressed above. Among the goals of this meeting should be to test the soundness of these proposals, look at them through different lenses, discuss

adjustments, or consider alternatives. Since each idea attempts to address more than one challenge at a time, we leave to the reader to identify all the connections (and, possibly, the inconsistencies) with the agenda outlined in the previous section.

*A focused and selective program.* We have to acknowledge that we as a Center have become a small fish in the pond, and that the agenda of research for development in LAC has become more complex and sophisticated. Our strategy of "empowerment through knowledge" can only be credible if we focus our efforts on areas of the research for development business where the Center has the greatest comparative advantages, and where our efforts can yield the greatest development impact per dollar. Guided by our mandate and the Corporate Program Framework, we propose to concentrate efforts on problems or issues that (i) are dynamic or emerging, ones around which social change is taking place; (ii) affect the interests of different stakeholders, where knowledge can contribute to resolve conflicts; (iii) are likely to attract resourceful actors; (iv) are on the intersection of the public and the private; (v) are close to Canadian foreign policy concerns; (vi) are regional in nature (that is, transcend national boundaries); and (vii) can benefit from a Canadian research input (all these, in no particular order).

A short list of some areas where LACRO has been concentrating efforts may make these assertions more concrete. Mining and the community, environmental management in urban centers, the impact of pension systems reforms on the welfare of women, and the management of national S&T systems, are only four of a number of areas where LACRO has used (or is using) resources from the Regional Activities Fund to start short term explorations, and has contributed to develop proposals in coordination with some PI teams and Programs Management. But we have to acknowledge that there is much work to be done in defining a coherent set of programmatic priorities that are not only LACRO's but shared by those who work in the region, whatever their current location.

The idea that we should stay close to Canadian foreign policy priorities deserves some further explanation. Specifically, we interpret it to mean that the problems the Center chooses to focus on could be identified by the presence of Canadian interests at stake and the fact that Canadian values and expertises ("the comparative advantage of being Canadian") can make a difference. At the same time, we find that LAC's development problems are closer to Canada's than, say, Africa's development problems are, and this should be reflected in the way we understand "Canadian collaboration". Among other parallelisms, Latin America shares with Canada a social history (of European settlement and marginalization of native populations) and a development path, based on the exploitation of natural resources. The ideal of a genuine "dialogue" between Canada and the region is then more feasible in LAC than it may be in other parts of the developing world.

*Move from small donor to knowledge system integrator. As research capacity in its*

strictest sense (i.e., the researchers' ability to lead research projects to their satisfactory conclusion) expands, capacity building should change its meaning. We understand our mandate to create, maintain, and enhance research capacity in LAC as an imperative to generate conditions conducive to the sustainability of research production.

Among other things, it implies that IDRC should be ready to get into the business of promoting new partnerships and "institutional arrangements". IDRC's work in LAC should be guided by the goal of being a convener of ideas and resources of producers, users, and funders of knowledge, wherever they are --private or public sector, university or NGOs, LAC or Canada--, and help them find ways to develop and implement knowledge-based solutions.

This means revising our working notion of "network". The more traditional horizontal networks of researchers can be very useful instruments to attain our goals. In particular, networks that combine more seasoned researchers (usually, though not always, in relatively "richer" countries) with less experienced ones (usually from the least developed countries) allow us to simultaneously deliver capacity building and support to high quality research and key groups. It may also be a cost-effective solution, when some administration costs can be unloaded onto the institutionally stronger nodes of the network. However, the vision of IDRC as knowledge broker or knowledge systems integrator also stresses the importance of generating more "vertical" networks of partners who demand, use or produce knowledge to solve development problems.

These ideas can be illustrated with one project LACRO is jointly developing with ASPR. We could have found a research institution in some LAC country to come up with a proposal on the social and economic implications of pension systems reforms. Instead, we proceeded differently. Starting from ASPR's goals as stated in the prospectus and understood by POs working in LAC, we jointly identified pension systems reforms as a development problematique with many of the features described above. Then, ASPR and LACRO joined efforts to design an exploration that had as one of its main objectives to determine the research needs of policy makers, workers' organizations and private pension funds. Though these groups have conflictive interests in many respects, we have identified the issue of formal systems' coverage as one that everyone is interested in and which could motivate the different actors to pull their resources together. Furthermore, expanding systems' coverage is a regional priority, and one that concerns countries with different degrees of development of their pension systems. The exploration was jointly funded from ASPR's budget and the Regional Activities Fund, and ASPR team members in LAC collaborated with other LACRO staff to identify the objectives and candidate for the consultancy. Two proposals (one specific on the gender dimension) have been produced as a result of these efforts.

It is correct to say that the above outlined approach leads to a greater emphasis on the mechanisms and processes around research production and application, and that it may divert some resources from strict knowledge production activities (though we do



not intend for a second to question the importance that research activities should have in our overall program and in all and every projects we get involved in). In our view, in the current context, maximizing development impact through research support implies moving from a programming approach centered in the supply of knowledge (in which researchers are our main clients), to one that is centered in solving development problems through knowledge (in which the development actors become our main clients, with knowledge producers being one of them). ||

\* The Center wouldn't be serving the goal of creating capacity to conduct research in LAC if we only measured success in terms of the traditional outputs of research projects (i.e., books published, workshops held, websites created). We propose that the IDRC's LAC program be evaluated also by its ability to make research-based endeavors sustainable with decreasing monetary contributions. In our view, this interpretation of capacity building implements some key IDRC's policy decisions (for instance, the Center's Strategy "Empowerment through Knowledge" of 1991).

*Leverage program appropriations.* A lot of talk and paper has been produced around the idea of resource expansion. From our perspective, the first thing to avoid is allocating program funds without an idea of how it will "mobilize" other resources. This does not mean that everything the Center does has to be augmented by others' monies. However, it does imply internalizing the idea that leveraging the Center's program resources is the only way it can reasonably expect to have an impact on development, given the Center's relative size vis-à-vis other actors and the size of the development problems. We do believe that a strong regional presence is critical to these efforts. As the recent DAC Report on Canada pointed out, "a number of other DAC Members are finding that the demands of improved field-based partnerships and donor co-ordination in developing countries, notably in complex areas such as poverty reduction and governance, call for strengthened field presence."

✓ *Promote competitive allocation of funds whenever possible.* When equal parties are given an equal chance, competition should lead to a better allocation than simply going on with what (or with whom) has worked in the past. Moreover, competitive grants multiply the visibility of the Center's efforts and may attract others to join us in supporting areas of research that may not be so high on their agendas. Finally, open competition and peer review respond to the region's growing demands for transparency.

But we are not naïve. When unequal parties are given equal chances, competition tends to reproduce inequities. Also, while preventing venality, other more subtle problems may arise, since peer review may bias the allocation of resources towards established hypotheses and methods. We believe that all these problems can and should be addressed through proper design of the competitions, and continuous evaluation and revision of a program's design. These should also ensure that competitive allocation of grants is not more expensive than our current *modus operandi*

(see below on information technologies).

Moreover, not all the good things IDRC has done in LDCs would have been possible through open calls for proposals. We need to maintain room for effective interactions between the Center's POs and researchers, for allocating resources to projects in areas where there is not a sufficiently large pool of candidates to hold a competition, and for promoting certain approaches and methods that we have learned are more conducive to equitable development. In this meeting we hope to present some experiences (like the Environmental Management Secretariat's) of competition playing a fruitful role, ideas about other areas where it could play such a role, and to discuss areas where it cannot.

*Promote the use of information technology-based solutions.* Information technology-based solutions may help us address many of the issues identified. Latin America may be the region to start trying these ideas, given the relative development and penetration of ICTs. One example of what we have in mind is the idea of paper-less processes, for instance for the submission of proposals. Agencies in the developed world (e.g., NSF, NASA) are already conducting their business this way. This may help the Center reduce costs, while making the whole evaluation process more transparent (for instance, by providing easier access to information that is critical to a proponent, such as which other proposals have been considered, what projects have been supported, who gets support, etc.). This said, we must emphasize that we are aware of the risks of information technology-based solutions marginalizing some of our beneficiaries, but we see the risks of this happening as decreasing in LAC, and more rapidly so with the help of some Center initiatives to expand connectivity.

Similarly, we are looking forward to the implementation of the intranet, since faster and easier access to information should help us ensure coordination and coherence of our program activities. As an example, there have been occasions in the past when objections to a project have been raised after negotiations with a beneficiary and/or other funders had been advanced and the credibility of the Center could be damaged by a rejection. This could have been avoided if every programs staff with an interest in the project would have been given a fair chance to voice their concerns in due time. Introducing a rule by which a PIM must reach a certain age in months before a proposal is requested could —if designed properly and managed wisely— contribute to this end.

The intranet could provide the means through which we establish a clearing house of ideas being developed. It is interesting to note that IDRC doesn't have what it is helping others to implement. That is the case with our recent work with the World Bank and their InfoDev system.

*Permanent pursuit of relevance.* Programing in LAC —perhaps everywhere— must pay close attention to the research-policy or research-usage interactions, from the early stages of a project design. This is the way of ensuring that we remain relevant. Relevance should foster external support to our initiatives, and therefore contribute to

their sustainability. Here, again, it is critical to remain close to the action: close monitoring of local trends and needs, and a good rapport with the policy makers and users of research, are key to ensuring that they devote time and resources to what the Center intends to support with financial resources. Policy papers produced without policy makers' early input tend to end up in somebody's drawer (in the best cases).

## Policy implications

We draw from our vision for LAC programming some policy implications that we would like this meeting to consider.

- We need to complete a "map" of development priorities for the region, with input from the Southern partners and the Center's program staff, that can guide a focused effort. This meeting should be a first step, but we should avoid becoming too endogenous. Sabbaticants, consultants and other partners should help us check the soundness of our vision and keep the map up to date, since this must be an ongoing effort and not one that is performed once every three or four years. ✓
- We need to find effective coordinating mechanisms, and an efficient division of labor, to have one coherent and effective program in the region. In such a division of labor (and simplifying), a strong HQ presence would be the Center's main guarantee of coherence and cohesiveness, while a strong regional presence would prevent the program from drifting away from the regions' needs and would ensure that IDRC seizes the most profitable (in development impact terms) programming opportunities. Tensions with established PI structure may arise; they should not be regarded as damaging but as indicative that we are trying to be responsive.
- We need to build a team to work in the region (out of LACRO and Ottawa) with an appropriate mix of expertises and backgrounds. For example, if conflict and multi-stakeholder approaches define our priorities, we need to get training in negotiation and conflict resolution. Similarly, if the Center "sells" its strength in the management of S&T, the team's skills should be appropriately built. We should insist in multi-disciplinary approaches to programming. LACRO's own experience shows that they can work. *training*
- We must be models in transparency, efficiency and equity.
- We need incentives and coordinating mechanisms to promote and facilitate leveraging of our program appropriations. The efforts of the POs working in a region should be pulled together to this end, and the RO should be the coordinating unit.

- The RO needs the Regional Activities Fund to provide resources for small, short term endeavors that help us identify areas of concentration and modalities to respond to the region's changing needs. The PI structure may not always provide the resources to do this, and some emerging issues may not deserve a full blown "Exploration".
- ✱ • We must, if necessary, revise our procedures to ensure that the needs of the users of knowledge generated by a project are contemplated in a proposal, and that "life after the project" (in terms of research follow up) is given a serious thought.
- To make competitive mechanisms feasible, we need them to be economical and functional to our mandate. Relatively small investments in process design can have relatively large payoffs in visibility and credibility.
- ✱ • The Center needs to keep investing in ICTs, both for its own direct needs and those of its recipients.

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# Meeting: IDRC Programming in LAC

Montevideo - March 12-13, 1998

## Tentative Agenda

### Wednesday, March 11

Evening: Social Event

### Thursday, March 12

Morning

Official opening  
Caroline Pestieau

Welcoming words and introduction to RO Staff  
Carlos Seré

#### Session 1

IDRC in Latin America and the Caribbean: an overview  
(Speaker to be confirmed)

Questions

Coffee break

#### Session 2

Regional trends and their implications for IDRC programming  
General presentation  
Carlos Seré, Simon Carter, Mario Torres, Roberto Bazzani, Scott Tiffin

*The general presentation will provide an overview of main development trends in the region (the research environment), situation and prospects of funding and organization of research, and LACRO's vision on the distinctive features of IDRC work in LAC (the presentation will be based on written document to be distributed to the participants before arrival to Montevideo). The two short presentations by LACRO POs will illustrate some of the issues as they apply to specific fields.*

Questions

Lunch break

*Afternoon*

**Session 3**

Regional customization of the Center's program: the view from the Pls and Secretariats

Individual presentations by attending programs staff (10'+5'). It will be asked from the participants to summarize the rational for their current strategies in LAC and identify key issues for programming in the region.

*Coffee break*

**Session 4**

Individual presentations continued and general Discussion

*Short Break*

Wrap-up and Identification of key issues for Day 2  
Caroline Pestieau and Carlos Seré

**Friday, March 13**

*Morning*

**Session 5**

Organization of the working groups

Work in 3-4 groups. Proposal for group composition and agenda will come jointly from Caroline Pestieau and Carlos Seré. Each group will discuss a subset of the issues identified during Day 1. Discussions to be opened by a five-minutes presentation from a LACRO-based officer.

*Coffee break*

**Session 6**

Work in groups continued

*Lunch*

*Afternoon*

**Session 7**

Plenary session: brief presentations by working groups; discussion and formulation of concrete recommendations

*Coffee break*

**Session 8**

Plenary session continued

## CLOSING

### **A tentative list of key issues for IDRC programming in LAC**

- \* The definition of program contents
  - Inter PI initiatives, identification of emerging issues and potential areas of concentration.
  - The PI structure and the regional development agenda
  - Consultation process towards CPF3 in LAC
  
- \* Modalities
  - Dealing with "big" beneficiaries (e.g., CEPAL, etc)
  - Policies towards "well-off" beneficiaries
  - The future of the social sciences (centers) in LAC
  - Lessons learned and strategies in resource expansion in LAC
    - Private-public partnerships (local and Canadian private sector)
    - Mobilizing local governments' resources
    - Working with multilateral banks
    - Working with other donors (private foundations, other ODA agencies)
  - Problems and opportunities for Canadian collaboration in LAC
    - Academic systems
    - Multi-stakeholder approaches
    - IDRC and CIDA
  
- \* Mechanisms for coordination and program coherence
  - Center's, PI's and regional objectives
  - Inter PI initiatives: their role, management issues
  - Optimizing the Center's organizational structure, information flows, administrative issues
  - One-program issues
  - Evaluation and reporting