

UNDATED INTERVIEW WITH DR.HOPPER

Interviewer: Robert Reford

Dr. Hopper had been in President's position for 7 years; interview was prior to his taking up his new position at World Bank.

Referred to himself, in relation to his background work experience with the Ford and Rockefeller Foundations, as "the Foundation Hopper"

Interview focusses on the world food problem.

Context of Interview that Related to IDRC:

IDRC grew out of the then current trend in aid: how did you develop appropriate technology. Ford and Rockefeller had experience from the so-called Green Revolution of the 50's. The Government at the time, Pearson, was interested in these moves...the move of technology from elsewhere ..the development of technology. Pearson proposed a Foundation during a speech at Carleton University, and was the first Chairman.

IDRC has been one of the outstanding institutions worldwide in science and technology. Now has a larger budget than the Rockefeller Foundation and approaches the Ford Foundation budget for overseas activities, so has become a major actor in the field of application of science and technology to development.

In the late '60's Canada climbed on the science and technology bandwagon with IDRC, one of the most innovative institutions. The Canadians were daring in doing this.

The current concern now is that aid get to the people who need it. This is a delicate issue, a problem being the invasion of sovereign power of these countries.

Canada has had too much a "me too" approach. Dr. Hopper suggests Canada could have carved a particular niche - feeding the world's population.

IDRC has had close ties with aid agencies that can get the money to permit technology flow to users. IDRC works closely with CIDA to try to bank roll what IDRC pioneers in new technology.

List of Board Meetings

- | | |
|--------------------|---------------------------|
| 1. October 1970 | Ottawa, the Pebb Building |
| 2. March 1971 | Ottawa, the Pebb Building |
| 3. September 1971 | Ottawa, the Pebb Building |
| 4. March 1972 | New Delhi, India |
| 5. September 1972 | Ottawa, the Pebb Building |
| 6. March 1973 | Bogota, Colombia |
| 7. September 1973 | Ottawa, 60 Queen St. |
| 8. March 1974 | Dakar, Senegal |
| 9. September 1974 | Ottawa |
| 10. March 1975 | Singapore |
| 11. September 1975 | Ottawa |
| 12. March 1976 | Mexico City, Mexico |
| 13. September 1976 | Ottawa |
| 14. March 1977 | Nairobi, Kenya |
| 15. September 1977 | Ottawa |

Fiscal Years

FY1	October 1970-March 1971
FY2	April 1971-March 1972
FY3	April 1972-March 1973
FY4	April 1973-March 1974
FY5	April 1974-March 1975
FY6	April 1975-March 1976
FY7	April 1976-March 1977
FY8	April 1977-March 1978

SUMMARIES OF ANNUAL REPORTS AND PWBs

Annual Report 1970-71

- .4 program areas
- .Director of each program charged with interlocking set of research activities
- .special attention to coordinating Centre endeavours with other research activities

Annual Report 1971-72

- .past year major effort in building the groundwork
- .past year as well as 1972-73 can be looked on as a "break-in" period for IDRC
- .clear emphasis: rural communities in low income countries
- .stress on developing country research workers taking prime responsibility for identifying and organizing the projects
- .Canadian involvement in certain programs where skills do not exist but emphatically a supportive rather than assertive role
- .sharpening of the lines of demarcation with CIDA; minimum overlap, maximum coordination
- .staff in various universities and institutions
- .begun establishing Regional Offices - Singapore - to keep the Centre in touch with the problems of the regions and the conduct of Centre projects to ensure program is realistically based on continuous study and understanding of changing local needs and capabilities.
..These offices will be staffed, as far as possible, by people from the regions; and this will allow the Centre to place some of the burden of project identification and management in the hands of the people most familiar with regional requirements.

"Some people in developing countries have been skeptical about these intentions. The skepticism has amounted at times to disbelief that a donor agency would want to leave initiative and control over projects in the hands of research institutions and workers in developing countries, and keep only the power to exercise professional judgement and the right of periodic review and audit. There is indeed a dilemma here. The Centre staff, with a vast range of experience, knowledge and research competence, must continually balance a desire to be stimulating and innovative in the formulation of projects with a realistic appraisal of what local scientists can accomplish; and the balance struck must be tempered by a recognition of the sensitivities, perceptions and personal dignities of the people and nations the Centre seeks to join in development partnerships

...It is a difficult task to share the development experience of western civilization with the world's low-income nations while

leaving each fully free to choose its own course for the future. The success or failure of the IDRC will be measured in the accomplishment of this task.

.developed 32 projects
[1972-73 Annual Reports records 39 projects]

Annual Report 1972-73

.the preparatory stage for projects: consultancies, conferences and workshops to identify and refine projects, or to explore new corners or work inside the Centre's broad areas of concern

Expansion:

.by following further avenues of research entered in 1970-72
.through moving into new areas
.balanced with decentralization of Ottawa headquarters:
 .regional offices in Singapore, Bogota, Daka
 .representatives from each division based at all three offices

..the death of the Centre's first chairman, the Rt. Honorable Lester B. Pearson, in December, removed one of its founders and most effective supporters, who, with the emphasis he constantly placed upon improving human conditions, played a paramount role in setting the style and the philosophy of Centre operations. His sound judgement and humanity were of inestimable value to the Centre.

The year also saw the first retirements from the original Board of Governors. Under the system arranged for the opening years, six Governors retired after two years, while others among the 21 member Board serve for three or four years.

The pattern is now set whereby Sept. meeting, dealing mainly with budgetary matters, is held in Ottawa, while the March meetings that concentrate on broader policy questions are held in developing countries.

A survey of the Centre's 30 months of operations made by the Governors during the Bogota meeting (1973) indicated that major emphasis had been given to the first two objectives among the four that were set out for the Centre in the Act of Parliament.. In the first place, the IDRC had recruited an international staff and sought throughout the world for the professional expertise and competence required by its program..

..a question that was posed among a dozen policy issues: how to strike the correct balance between Centre assistance for improving the innovative skills of young scientists by providing on-the-job research opportunities in their home countries and Centre assistance to the finding of solid research results of the highest quality?

The survey summed up the Centre's experience in these words:
'There is little doubt that the Centre has traded some project quality to permit support for the earlier phases of research training. It is a gamble through the time-dimension of development. In certain instances, an investment in research training will not have the same short-run potential pay-off that superior quality research could have. But in the long run, the developing regions must have their own skilled scientists'.

The risks taken in this course ... appear to be more than offset by the evident excitement the policy has generated among potential and actual recipients. The Centre is unique among world donors in holding this stand as a central policy thesis - indeed as one of its specific foundation mandates.'

Two ways explored so that comprehensive quality of research results will not suffer during period of on-the-job training:

- 1) development of projects in which several institutions in a region undertake parallel studies, researchers meet at regular intervals to share experiences and to cover gaps or weaknesses
- 2) building of a network between individual researchers (or groups of researchers) in different countries to form a "critical mass" of skill necessary for research momentum. The paper presented to the Governors at the Bogota meeting:

Centre research networks have proven to be an extraordinarily successful tool for organizing, mobilizing and giving experience to research in developing countries. The financial and human costs of administering such networks are not small. Nevertheless it may well be that Centre investments in research networks, despite their administrative difficulties, will prove to be among those of our endeavours to earn the highest return."

Projects Undertaken Cooperatively by Divisions

- .at monthly projects committee meetings
- .informally in between
- .during 1972-73 a useful amount of overlap began to occur:
 - .second phase of Rural Development program in Colombia AFNS/PHS
 - .cassava improvement AFNS/PHS/IS
 - .marketing/distribution of farm products by hawkers and vendors SSHR/AFNS
 - .factors influencing development in Brazil SSHR/PHS

Projects Supported with help from Canadian institutions:

- .Centre has turned to Canadian universities and institutions to help by undertaking studies that may be more fundamental or may only be carried out in a better equipped university:
 - .drought resistance (Laval Univ)
 - .parasites of black fly (Memorial Univ.)
 - .cassava (Guelph, Sask. McGill)

1970-73: 99 projects
74 countries

PWBs 1973-74

Since 1972-73 when the importance of getting some assurance for long-term financing was stressed, it has not been possible to reach a comprehensive understanding with the appropriate authorities; lack of resolution is purely procedural.

By early 1973-74 Centre's departmental structure will be complete, regional offices for Asia, Africa and Latin America will be fully functional.

Establishment of Dept. of External Relations and Liaison: the final step in finishing the structural aspects of the Centre.

Basic components of Centre's organization:

Department of Program Operation

Department of Administration

Department of External Relations and Liaison

"The subject-matter specificity and geographic generality that has characterized the professional content of the Centre's program to date is being leavened by carefully blending with it a complementing content of sensitive diplomacy that is geographically specific and subject-matter general" [the rhetoric!!!]

In assessing the "management" component [of Budget] ... it is well to remember that many of the expenses charged to this account are for staff assistance to a variety of international activities only some of which are of direct and immediate relevance to Centre projects ... the "management" category embraces not only the handling of Centre project activity but also the action "outreach" of Centre staff and its direct personal and professional contributions to the process of international development.

1973-74 budget: marks a transition from the period when the constraint on Centre activities was set by program development pace to a period when available resources establish boundaries of IDRC endeavours

IDRC Annual Grants (in 1973 dollars)

1973-74	14.0 million
1974-75	19.0 million
1975-76	25.0 million
1976-77	31.0 million
1977-78	36.0 million

Annual Report 1973-74

- .Centre's support for research in developing countries doubled in size 1973-74
- .Key Issues: Food Production
Population Issues
Energy Supplies
- .In-house research: very little, but a small group in President's office working on questions of food production, fertilizer supplies and energy reserves to enable officers to keep abreast of the swiftly altered situation and to plan their programs within the wider perspective
- .location: move from outskirts to downtown Ottawa; staff total 250 by March 1974
- .first generation of projects reached completion
- .Dr. Bekh Thapa replaced by Cheikh Hamidou Kane as VP International

Financial Analysis: program process -

- .approval by Board or President under Board authority
- .commitment on completion of documentation and administrative procedures between Centre and recipient
- .payments at predetermined stages, accounted as cash disbursements

Regional Offices

- .one important objective: identifying and assessing the research institutions and researchers
- .this years appointments:
 - Bogota: Dr. Jorge Garcia (Chile) in PHS
 - Dr. Luiz Beltra (Bolivia) in IS
- .a second objective: to ensure IDRC operates in harmony with the governments and institutions of developing countries
- .3rd objective: to ensure the needs of developing countries figure centrally in the decision-making processes at IDRC Headquarters

Publications

- .considerable expansion

International Involvement

- .several examples in relation to objective (c) of the Act, cited pp. 48-49, involving the following staff positions:
 - .J.Hulse, Director, AFNS
 - .Prod Laquian, Associate Director, Rural-Urban Dynamics
 - .Kate Wild, IS
 - .Walter Mertens, Associate Director, Demography
 - .David Spurgeon, Director, Publications
 - .W.H. Allsopp, Director, Fisheries
 - .Geo. Grown, Director, PHS
 - .President David Hopper
 - .C.H.G. Oldham, Associate Director, Science and Technology Policy
 - .Donald Ferguson, Associate Director, Health Sciences
 - .Ruth Zagorin, Director, SSHR

.John Woolston, Director, IS
.Gilles Lessard, Associate Director, Fisheries

October 1970-March 1974: 180 projects

PWB 1974-75

Worldwide inflation and devaluation of Canadian dollar 2 critical factors having impact on present and future Centre operations. More than half the outstanding projects will likely require revision.

Budget for 1973-74 projected a 5 year growth of Centre resources that has served as a guide for internal planning as well as a basis for negotiation for IDRC annual grant. .. did not take account of either non-Canadian inflation rates or a devaluation of the Canadian dollar .. while it seems idle to speculate on the course of future movements in world currencies, there is little doubt that by following [that earlier] ..expansion path ... the Centre is left open to a set of international vagaries that mock a careful preparation of meaningful long-term work and budget plans ..[however, propose to] continue to express Centre's longer-run projection in terms of current Canadian dollars that would reflect at minimum Canadian inflation rates plus an IDRC growth factor. Propose to request:

IDRC Annual Grant in Current Dollars

1974-75	20.0 million
1975-76	27.0
1976-77	34.0
1977-78	42.0
1978-79	46.0

Annual Report 1974-75

2 volumes: IDRC Review [see under Searching]

.1974-75: 987 projects approved
252 separate projects, cumulative
75 different countries'
38 projects now complete

.Centre structure sectoral, not geographic basis as indicated by Division titles
.major preoccupation to build networks so that researchers do not work in isolation but in collaboration

38% of funds since start of Centre operation (42% for 1974-75) went to AFNS projects

33.4% over whole period (39.6% in the latest year) supported projects in Asia

.Centre concern:

- improvement of economic and social well-being of rural peoples
- the most populous part of the world has claimed the largest support
- efforts to make sure all regions can gain some benefit from research being done in any particular region

.Support balance between international centres of research and much smaller groups of researchers

.Centre has contributed both to experimental research and to "outreach" programs (field trials)

.Publications Division created in Sept.

.Cheikh Hamidou Kane VP International

.In Ottawa, 2 new liaison officers appointed:

- .links with Latin America
- .links with Africa

.fourth regional office - Beirut; opened in November, Saleh Dessouki the director

.Stanislav Adotvei of Dahomey appointed regional director, W. African Office, Dakar (predecessor Tony Price)

.Nairobi office due to open mid-1975; Tony Price director

.Lucien Michaud, VP Canada and Donor Relations:

- to ensure a more comprehensive approach to cooperation and a more complete knowledge of university capacities activities and policies
- to strengthen links with external governments, private foundations, international and non-governmental organizations in the area of international development research

Size of Staff - grown dramatically in past 5 years

- still small by standards of many international organizations
- end of 1974-75: 330 people
250 Ottawa based
- 20% non-Canadian (64), representing 26 nationalities

Bread and Better Things: IDRC Review 1974-75

1974-75: 2 major conferences in relation to concerns of Centre

- a) the world Population conference, August, in Bucharest
- b) World Food conference, November in Rome

October 1970 - March 1975: 252 projects approved
50.1 million appropriations
38 projects completed

75 different countries

78 staff members in regional offices

CIDA/IDRC:

- .IDRC has been managing agent for CIDA's 2 largest grants in agricultural research
- .staff from each organization attend the others project review committee meetings
- .in principle IDRC supports the more innovative and risky research and passes to CIDA proposals for larger-scale support of projects incorporating proven new technologies

PWB 1975-76

.becoming increasingly evident that are fast approaching that anticipated point where the requirements to meet outstanding appropriations and commitments of prior years will impose a definite constraint on current program development.

.Two ongoing problems:

- a) to date no satisfactory procedures formulated to meet increasing rate of inflations among world currencies, and the vagaries of exchange rate fluctuations. So far, met through establishing contingency budgets and setting up a Centre reserve
- b) the lack of an acceptable procedure (other than the annual budget) for presenting longer term future requirements

Future Grant Needs:

1975-76	27.0 million
1976-77	34.0
1977-78	41.0
1978-79	46.0
1979-80	51.0

Canada and Donor Liaison

.cooperation with groups having worldwide mandate to facilitate development

UN Advisory Committee on Application of Science and Technology

Commonwealth Science Committee

Expert Panel on Science and Technology for Development
(OECD-DAC sponsored)

.to enable IDRC to play a role in giving selected activities of these bodies a larger impact by fostering integration of separate strands of development research

Annual Report 1975-76

- .looking back on first 5 years, dominant impression growth
- .total staff of over 300 around the world
 - 109 new projects
 - 399 cumulative total
 - total amount of funds appropriated \$67.3 million
 - 52 projects completed (14 during 1975-76)
- .formal agreement signed establishing Regional Office in Nairobi; director Anthony Price - for East and Central Africa
- .Regional Office for North Africa and Middle East moved temporarily from Beirut to Cairo
- .new operating division to handle publications and public relations established [costs formerly to Administration]

Interface: IDRC Review 1975-76

83 staff in Regional Offices or locations outside Ottawa office

PWB 1976-77

- .now appropriate to look upon Centre as a mature, dynamic organism, facing the future with optimism and a sense of purpose
- .heavy burden of encumbrances noted. In FY 1975-76 there are already more projects in the pipeline than can be supported. Inflationary trends causing difficulties in forecasting accurate budget requirements and in exercising an adequate measure of budgetary control

Schedule of Annual Grants

1976-77	34.0 million
1977-78	44.0
1978-79	51.0
1979-80	56.0
1980-81	62.0

Annual Report 1976-77

- .IDRC played key role in establishment of the International Centre for Agricultural Research in the Dry Areas
- .instrumental in bringing together donors to establish International Council for Research in Agroforestry
- .continues to make major contribution to establishment and expansion of international information systems
 - 137 new project approved
 - 42 projects completed
 - 94 cumulative total of projects completed
- .Maurice Strong returns as Board member

.Dr. Berlinguet left Board for Centre Senior Vice-President
.Mr. Nihal Kappagoda of Sri Lanka (former Regional Director, Asia)
replaced Cheikh Hamidou Kane as International VP
.Mr. Jon Church appointed VP Administration

On Common Ground: Report on Activities 1976-77

.137 new projects approved

PWB 1977-78

.indicates that for the time being at least the Centre's expansion
path has reached a plateau
.grant to be paid in quarterly installments thus reducing interest
income
.moderate pattern of expansion can be maintained

Difficulties in projecting future program requirements:

- 1) Centre's role generally responsive
- 2) continued global inflationary pressures (now being met on ex
tempore basis of unallocated Centre Reserve)
- 3) austerity program imposed on Parliamentary expenditures by
current economic conditions

.memorandum explaining Centre's program of work and growth potential
to be submitted autumn of 1976 for review by Canadian Cabinet
.expected discussions will be held with CIDA and Treasury Board to
determine if certain types of aid could be channeled and managed
by IDRC rather than CIDA e.g., core support for the IARCs

.essentially a consolidation and continuation of previous Centre
initiatives; little new ground broken; in a few cases a slow
phasing down of past endeavours replacing these with new directions

Annual Report 1977-78

.staff - Centre has built up a top-flight staff of professionals
whose members are highly qualified and widely experienced in the
scientific disciplines related to one of the several branches of
development research that the Centre is mandated to support.
Although these professionals are not engaged in research activities
per se, much of their activity is directed to collaborating with
outside agencies in defining research priorities, establishing
research goals, and devising appropriate programs. They are also
charged with the task of monitoring the progress of the research
project, advising the research staff, and reviewing results

Searching: Report of IDRC Activities 1978

cumulative to Oct. 1978 - 819 projects
appropriations - close to \$143 million

193 projects completed (cumulative)