

The International Development Research Centre (IDRC)

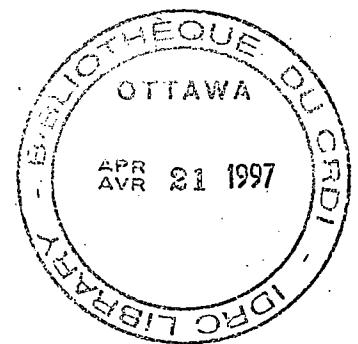
**Administering
projects and programs
in
Community-based Natural
Resource Management**

IDRC Services

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Section 1: Introduction

The International Development Research Centre (IDRC) was created in 1970 to strengthen research in developing countries. IDRC operates autonomously from the Government of Canada. Its mandate is to

- build research capacity and the capability to apply research results in developing countries
- coordinate international development research
- promote collaboration between developed and developing regions of the world

From early on, IDRC opted to work in true partnership with developing country institutions. Over the years, IDRC has built an extensive network of contacts in all regions of the world and set-up a *flexible administrative structure* to manage large and small research and development projects in several disciplines.

IDRC is best known for its *capacity-building from within* institutions, countries or regions, believing in and investing in local researchers. Its approach has been one where inputs are carefully assessed as a function of the absorption capacity of its client institutions.

IDRC is also well known for its ability to *broker knowledge* in many directions: South to North, North to South, West to East, South to South, etc. It has received prestigious awards that recognize its work. Its convening power as a non-government organization is unequalled. IDRC specialists and managers know how to match needs and answers from various parts of the world. They work closely with recipients and help them locate the information they require to solve their problems.

IDRC receives a regular annual grant from the Parliament of Canada and manages projects and programs on behalf of over 30 other organizations — including private foundations, companies, bilateral agencies, multilateral agencies and governments. Projects and programs are generally implemented in a turn-key manner. The funds are turned over to IDRC and grants, disbursements, monitoring and evaluation are carried out following the well-established procedures that exist.

IDRC has its head office in Ottawa, Canada and several regional offices in

- Latin America — Montevideo, Uruguay with a sub-office in Bogota, Colombia
- West Africa — Dakar, Senegal
- South Africa — Johannesburg
- East Africa — Nairobi, Kenya

- the Middle East — Cairo, Egypt with a sub-office in Beyrouth, Lebanon
- Asia — Singapore with a Representative Office in New Delhi, India and a sub-office in Phnom Penh

This brochure highlights IDRC's experience in community-based natural resource management (Section 2) and its experience with contracts (Section 3). Attention is focused on IDRC's work and research management expertise in countries confronting social reconstruction. IDRC's past and ongoing work in Mozambique is also highlighted. Section 4, gives a sample of projects and programs that IDRC has implemented on behalf of other agencies. Co-funding is indicated where relevant. The last Section (5) provides a short list of selected staff and their experience in the natural resource, reconstruction, and environment fields.

Section 2: IDRC, Natural Resource Management and Social Reconstruction

Natural Resource Management

Since its inception in 1970, IDRC has actively promoted, managed and supported research and development in all aspects of natural resource management from basic disciplinary topics to applied systems and management themes. These activities encompass over 1,000 projects in some 75 different countries and involve management of funds in excess of 400 M USD, including 300 projects in Africa worth almost 100 M USD.

Special emphasis in IDRC-managed projects has always been given to a systems approach with a strong problem-oriented focus. Emphasis has been placed on an operating style that incorporates active participation and consensus building between local researchers, communities, companies, and government agencies. Current attention is being placed on developing sustainable local-level natural resource management systems in fragile and/or stressed ecosystems. In many instances, local-level natural resources management and an enabling policy environment in countries in need of social, economic or political reconstruction have been the focus of IDRC's efforts. During the past five years, IDRC has been actively involved in South Africa, Vietnam, Cambodia, and Mozambique.

In Mozambique, IDRC has supported, among others, the following:

- the development of an integrated resource management framework for reducing over-exploitation and the reduction of environmental biodiversity on Inhaca Island. The initiative involved the use of a participatory rural appraisal methodology that enabled local communities to identify constraints and opportunities for improved resource management. The project also had funding support from SAREC.
- the development of local-level institutional capacity for decentralized wildlife management (sites in Tete Province) and of an interdisciplinary training program for staff in the Wildlife Department (DFB) to enable them to work closely with the rural communities, drawing on expertise and experience from Zimbabwe's Campfire Program. The focus of this work is the development of strategies that would balance the twin objectives of sustainable resource management and income generation for rural communities.

In South Africa, Cambodia, and Vietnam, IDRC is actively involved in strengthening local environmental management capacity. It is working with communities and government ministries

to develop integrated management techniques, to support the use of "green" technologies, and to heighten awareness of environmental issues at the national, regional, and community level.

Related to these activities, IDRC has promoted and managed a variety of agricultural information system initiatives and has strong capability in Management, Geographic and Information Management Systems (MIS, GIS and IMS).

In the field of natural resource management, IDRC has professional expertise and an international network of research partners working in developing countries on issues related to:

- biodiversity
- farming systems
- animal production systems
- agroforestry
- post-production and marketing systems
- management of fragile ecosystems including mountain environment and tropical coastal and lowland development
- low input technologies and restoration of degraded lands
- biotechnology
- integrated pest management
- soil fertility
- agricultural economics, and
- technology transfer and information systems.

In its roles as project manager and ideas broker, IDRC has been a leader in promoting and organizing networks for efficient exchange of information and research collaboration at both national and international levels. For example, IDRC was a key initiator of the African Economic Research Consortium, the Tropical Pastures Network based at CIAT in Latin America, and the Consultative Group for International Agricultural Research (CGIAR). In addition to developing and managing projects and networks in collaboration with the international centres, IDRC has been active in promoting and developing new ideas and approaches which in several cases have resulted in the establishment of new research centres. In this role, IDRC was selected by consortia of donors as the executing agency for the establishment of ICARDA, ICRAF and INIBAP. IDRC staff have played leading roles in convening donors to focus on and address a variety of problems for research in the natural resource management sector.

Training

IDRC has ample experience with managing both formal and informal training activities. Programs of study are carefully matched to needs. In programs managed by IDRC, students are sponsored to attend some of the best local, regional or northern universities and research institutions. IDRC has no commitment to any specific higher learning institution and it is able to consider the best *value-for-money* program on a case-by-case basis. IDRC-sponsored

students who elect to study in Canada can count on exemptions from non-resident fees in most Canadian universities; they are treated as Canadian nationals.

Every year, some 200 post-graduate trainees (Masters and Doctoral students) are under a training award contract with IDRC. Many of them study in the main disciplines of the natural resource management field — geography, environmental sciences, bio-technology, agricultural economics, forestry, etc. They attend prestigious universities in Canada, the United States, Europe and several of the most advanced developing countries. They all study under experienced supervisors in universities with strong international research and development programs.

Section 3: IDRC's Contract Experience

The resources at the disposal of IDRC for meeting its commitments to developing countries come partly from the Parliament of Canada and partly from other organizations wishing to take advantage of IDRC's expertise, networks and management system.

At present, IDRC leads the implementation of more than 50 projects and programs on behalf of over 30 different private, bilateral or multilateral organizations. The aggregate value of these projects and programs exceeds 43 M USD, representing approximately 20% of all projects and programs managed by IDRC.

IDRC's experience in contract management dates back to the very beginning of its operations in 1970 when it accepted to manage agricultural projects at CIAT and CIMMYT on behalf of the Canadian International Development Agency (CIDA). Since then IDRC has developed partnerships with a variety of

- private organizations — Rockefeller Foundation, Ford Foundation, the McConnell Family Foundation and others
- bilateral organizations — CIDA, United States Agency for International Development, Swedish International Development Agency, Swedish Agency for Research Cooperation, Dutch Ministry of Foreign Affairs, Australian Centre for International Agricultural Research
- multilateral organizations — World Health Organization, UNICEF, World Bank and Asian Development Bank

IDRC can provide all the services, support and management any donor normally gives to its projects, ensuring the best public accountability while remaining flexible. Institutional assessments and audits are regularly performed on IDRC's developing country recipients (institutions which receive grants administered by IDRC).

Throughout its 25 year history, IDRC has been evolving the services it provides to institutions in developing countries. This has been the result of the lessons learned while supporting research activities, conducting in-house research and the appearance of new development challenges.

The following are some of the services that IDRC offers (see Section 4 for examples):

- support to applied research
- research organization and management, planning and priority setting
- research grant evaluation, administration, monitoring and evaluation

- training award evaluation, selection, administration and follow-up
- technology evaluation for transfer to the private sector or other users; evaluation and design of utilization strategies for research results
- brokering of agricultural knowledge between individuals, institutions, countries or regions
- organization of networks and information systems including electronic communications and publications

To deliver those services, IDRC employs a large number of specialists from various disciplines who, by the nature of their work, remain at the leading edge of their field — especially with respect to international development. These specialists also have many contacts in all aspects of research and development management. IDRC has 473 full-time employees at eleven locations around the world (see Section 1) and many are nationals of developing countries. Several management professionals and consultants are also employed in projects at various locations around the world.

Where the level of effort requires it, IDRC will assign a full-time team to take charge of a project or program in order to ensure timely delivery of the desired outputs. Personnel can also be drawn from partner organizations participating in projects as well as from other international organizations.

Section 4

Selected Experiences in Contract Management

Environmental Management Capacity

APPROXIMATE PROJECT VALUE

650,000 USD

INSTITUTION FINANCING PROJECT

Asian Development Bank

DURATION

September 1994 to August 1996

LOCATION

Cambodia

TYPES OF SERVICES PROVIDED

Technical assistance & advisory services
Institutional strengthening/restructuring
Training and transfer of technology

DESCRIPTION OF PROJECT

This project strengthens urgently needed capacity within the Royal Government of Cambodia to incorporate environmental management considerations into regional and project planning. The project provides closely-linked training, research and advisory support for the Ministry of the Environment.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC implemented the project on behalf of the Asian Development Bank with the provision of the following services : 1) in-country training courses; 2) technical assistance in the implementation of Environmental Impact Assessment (EIA) in case study format for five different sectoral projects under Government considerations; 3) on-the-job training for officials; 4) design of methodology and pilot testing of public participation of EIA; 5) technical assistance in development of detailed regulations and policy guidelines (including preparation of appropriate manuals in English and Khmer); 6) preparation of a 5-year Human Resources Development plan.

Vietnam-Indochina-Mekong Sustainable Economic Development Program

Approximate project value	2.59 M USD
Institutions financing project	Canadian International Development Agency International Development Research Centre
DURATION	September 1992 to August 1995
Location	Vietnam and Mekong Basin

Types of services provided	Research design/evaluation Sector studies Policy studies Institutional strengthening/restructuring Training and transfer of technology Project monitoring & evaluation
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DESCRIPTION OF PROJECT

Vietnam, a country of 70 million people, together with the former French Indochina, Laos and Cambodia, has recently embarked on a comprehensive economic liberalization program. The program was initiated by CIDA and IDRC officers with the goal of assisting Vietnam in sustaining its economic reforms and natural resources base through policy research capacity building.

The project establishes research collaboration and exchange among institutes in Vietnam and those other countries in the Mekong Basin — Laos, Cambodia, Yunnan Province (China), Myanmar and Thailand.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC identified institutions in Vietnam and, through its extensive network of contacts, matched them to counterparts in the region and in Canada. A significant number of institutions are involved in the program. All inputs to the program are managed by IDRC, from institutional assessments to monitoring of individual project performance.

Expert and Advisory Services Fund

Approximate project value	1.76 M USD
Institution financing project	Canadian International Development Agency
Duration	April 1992 to May 1994
Location	Middle East

Types of services provided	Sector studies Policy studies Technical assistance & advisory services Management advisory services
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DESCRIPTION OF PROJECT

A fund was set-up to support analyses carried out for four of the five Working Groups of the Multilateral Track of the Middle East Peace Process. In the Multilateral track, the «regional parties» met with some 40 nations and tried to find areas of agreement in the more technical dimensions of arms control, regional economic development, water environment and refugees.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC managed the day-to-day operations of the fund with a dedicated staff of two, coordinating the technical contributions of other staff who participate in one working group or another.

Through the fund, IDRC supported initiatives which aim to link the parties in conflict and bring improvements in the daily lives of people. All of the projects responded to requests from one or another Working Group and each involved all of the regional parties. These included a review of local capabilities in environmental impact assessment, a review of economic cooperation and integration literature in Middle-East, and a living conditions survey of Palestinians in Jordan.

Bharatiya Agro-Industries Foundation

Approximate project value	5.00 M USD
Institution financing project	Canadian International Development Agency International Development Research Centre
Duration	January 1988 to January 1994
Location	India

Types of services provided	Project management/administration (on behalf of client) Research Design/Evaluation Institutional strengthening Sociological studies Management Information Systems Training and transfer of technology Project monitoring & evaluation
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DESCRIPTION OF PROJECT

The Bharatiya Agro-Industries Foundation (BAIF) is a large rural development-oriented NGO based in Pune, India with extensive operations in six different states of the country. This project was established to assist BAIF management to modernize its research and technology delivery systems as well as to develop a state-of-the-art applied research capability in biotechnology related to mycorrhizae and artificial insemination technology for buffaloes. Additional components of this integrated services and applied technology development project included the establishment of an Information Resources Centre, animal nutrition research, agroforestry research, village health delivery systems, rural technical education programs, crop and animal production systems, post-production processing and marketing initiatives, field testing and extension systems and infrastructure development.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC was invited by BAIF to join it in bringing its technical research and management capacity up to state-of-the-art international standards in order to better serve its large clientele and play an influential role in community-based rural development in India. Management of the project included regular meetings of a joint planning group composed of specialists from both organizations which discussed and finalized detailed annual work and research plans. IDRC provided technical input and management expertise input in all aspects of the activities noted above.

Alley Farming Network for Tropical Africa

Approximate project value	3.70 M USD
Institution financing project	Canadian International Development Agency International Development Research Centre
Duration	February 1989 to March 1995
Location	Africa
Types of services provided	Research design Training and transfer of technology Technical assistance and advisory services Project monitoring and evaluation Management advisory services

DESCRIPTION OF PROJECT

Alley Farming is an agroforestry substitute for fallow farming using woody leguminous tree species to maintain soil fertility, sustain crop production and sometimes provide browse for livestock. With the creation of AFNETA, IDRC linked the alley farming research projects it launched with its national program partners to a number of other projects supported by international and local agencies. AFNETA is a cooperative network between researchers from 18 national agricultural research systems, IITA, ILCA and other international agricultural research centres such as ICRISAT, ICRAF and IBSRAM. Its secretariat is located at the IITA in Nigeria. All members are committed to developing farming systems that are productive, sustainable, environmentally sound and require only low inputs. The Network introduces, tests, and adapts this new technology across diverse environments in tropical Africa. Objectives also include testing the practicability, acceptability, and economic viability of alley farming at the small-scale farmer level and strengthening national agroforestry research capabilities. Activities encompass information exchange, germplasm exchange and testing, technical meetings and co-operation, training, research planning, implementation, monitoring and reporting.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC carries the financial responsibility for the project and disburses the funds to the Network. IDRC also monitors and evaluates research progress. It provides technical input and guidance through participation of its technical staff and specialized consultants in the various planning and reporting meetings and workshops through which the Network functions.

Andean Farming Systems

Approximate project value	4.00 M USD
Institution financing project	Canadian International Development Agency International Development Research Centre
Duration	February 1989 to September 1993
Location	Peru
Types of services provided	Research design/Evaluation Training and transfer of technology Technical assistance and advisory services Project monitoring and evaluation Institutional strengthening

DESCRIPTION OF PROJECT

The Altiplano of Peru is one of the poorest regions in Latin America. A combination of harsh environmental and socio-economic conditions, make agricultural activities very difficult. Past research and development efforts in the agricultural sector have had a limited impact due to their narrow approach as they did not consider the complex interactions between farm components, community organization and traditional practices and the interactions with the environment. The project had the following components: understanding of farming systems, methodology development, development of agricultural technology, training and community development. Community development included the establishment of sustainable seed revolving funds, community services, building of rustic greenhouses and animal shelters.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC was charged by external donors to be the executing agency for the project. It sent highly qualified specialists to reside in Peru and work with researchers from INIA and local universities in the design and implementation of research trials and development activities. IDRC obtained the services of prestigious institutions which collaborated in the design of computer models to simulate the impact of technological alternatives at farm, community and regional level. Computer simulations were validated with direct farmer participation. Eleven researchers were trained abroad (one PhD and 10 MSc's). A comprehensive training program including theoretical and practical application of systems research methods was designed.

Tropical Pastures Network

APPROXIMATE PROJECT VALUE	7.85 M USD
INSTITUTION FINANCING PROJECT	Parliament of Canada (through IDRC) Centro Internacional de Agricultura Tropical (CIAT) Several national agricultural research institutions
DURATION	1981 to 1993
LOCATION	Latin America and the Carribeans

TYPES OF SERVICES PROVIDED	Research design/Evaluation Training and transfer of technology Technical assistance and advisory services Project monitoring and evaluation Institutional strengthening
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DESCRIPTION OF PROJECT

Acid, infertile soils cover vast areas of Tropical America. They are utilized mostly for cattle production. In spite of the large number of cattle, production and productivity are low. Low-input, more productive grasses and legumes can bring about drastic improvements in cattle production and productivity. CIAT, in collaboration with other national research programs, generated considerable experience in the selection and evaluation of highly productive grasses and legumes. Their use were promoted through the Network. The main activities involved: exchanges of germplasm, development of simple methodologies for pasture evaluation, seed multiplication, support to national pastures research networks, training and linkages between research and development activities related to tropical pastures.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC participated in the Steering Committee of the Network. It helped in the linkage with national programs which had applied livestock research and development activities and which could benefit and contribute in the Network. It also identified research and training opportunities from network activities. IDRC staff also participated in the planning, monitoring and evaluation of the Network.

Micronutrient Initiative

APPROXIMATE PROJECT VALUE	14.52 M USD
INSTITUTIONS FINANCING PROJECT	Parliament of Canada World Bank UNICEF International Development Research Centre
DURATION	April 1992 to March 1995
LOCATION	Global
TYPES OF SERVICES PROVIDED	Sector studies Policy studies Feasibility studies Sociological studies Research design/evaluation

DESCRIPTION OF PROJECT

A significant portion of the world's population suffer the consequences of an inadequate intake of micronutrients (vitamins and minerals). The profound effects of these micronutrient deficiencies on human and economic development are becoming increasingly recognized. Deficiencies of vitamin A, iron and iodine are particular concerns highlighted by resolutions of the World Summit for Children and the Montreal Conference on Ending Hidden Hunger.

IDRC established a Micronutrients Secretariat to facilitate the work of countries and donors towards reaching the objectives of a Global Micronutrients Initiative (GMI) emerging from conferences such as the two mentioned above. The GMI includes recipient and donor countries and seeks to accelerate, expand and strengthen operational programs to overcome micronutrient malnutrition.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC is managing all donor contributions to the Secretariat. The Secretariat, which was set-up at IDRC in Ottawa, provides all administrative support to the External Technical Advisory Group and its network of contacts on the subject, and advises on communications and information dissemination. The program managed by the secretariat includes a number of projects implemented by various developing country institutions and these are administered using IDRC project management and information systems.

Essential Health Interventions

APPROXIMATE PROJECT VALUE	16.43 M USD
INSTITUTIONS FINANCING PROJECT	Parliament of Canada International Development Research Centre
DURATION	April 1994 to March 1999
LOCATION	Tanzania

TYPES OF SERVICES PROVIDED	Research design/evaluation Policy studies Institutional strengthening/restructuring Project management/administration (on behalf of client) Project monitoring & evaluation
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DESCRIPTION OF PROJECT

The World Bank's 1993 *World Development Report — Investing in Health* concluded that a significant reduction in the overall disease burden in low income countries could be achieved through ensuring equitable access to an identified minimum package of public health and clinical interventions.

The project, implemented in collaboration with the WHO, the World Bank and the Edna McConnell Clark Foundation, will fund four district level demonstration projects in Tanzania. These district level projects will deliver and test the effectiveness of the integrated delivery of a minimum essential package of clinical and public health interventions.

The project also addresses policy and management issues related to the implementation processes of an integrated package of health interventions.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC is responsible for the implementation of the project from inception to final evaluation. Its knowledge of the region, its network of contacts and its ability to deal with several organizations within the same project turn out to be a great asset.

Economic Research Consortium

APPROXIMATE PROJECT VALUE

6.35 M USD

INSTITUTIONS FINANCING PROJECT

Canadian International Development Agency
International Research Development Centre

DURATION

September 1989 to August 1997

LOCATION

Peru

TYPES OF SERVICES PROVIDED

Research design/evaluation
Sector studies
Policy Studies
Institutional strengthening/restructuring
Project monitoring & evaluation

DESCRIPTION OF PROJECT

Over the past 15 years, Peru has experienced a period of economic and social crisis that seriously weakened its institutions and economic structure.

The program initiated, for the first time in Peru, cooperative research between five of its leading research centres. It included several projects and joint activities focusing on the problems of the Peruvian economy. Research emphasis is placed on the establishment of data bases and the quality of statistical information.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC administers the entire program and disburses funds to each of the five participating institutions. A full-time consortium coordinator, based in Peru, ensures smooth operation of joint activities and adequate management feedback to the participating institutions.

Dnipro River Rehabilitation Program

APPROXIMATE PROJECT VALUE	5.28 M USD
INSTITUTIONS FINANCING PROJECT	Foreign Affairs and International Trade Canada Several public and private concerns
DURATION	April 1994 to March 1997
LOCATION	Ukraine

TYPES OF SERVICES PROVIDED	Environmental studies Technical assistance & advisory services Process evaluation and selection Management information systems Institutional strengthening/restructuring Training and transfer of technology Project monitoring & evaluation
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DESCRIPTION OF PROJECT

The project has three components: 1) human resources development in environmental management, policy, and public education; 2) environmental information systems; 3) water quality surveys, environmental audits, «green technologies» and municipal water technologies. This project is the first environmental rehabilitation project undertaken in Ukraine and it is expected to be followed quickly by complementary projects supported by the US, UK and other countries.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC is implementing the program with the Ukrainian Ministry of Environmental Protection. Proposals from local research organizations are screened, selected, funded and coordinated. IDRC set-up a coordinating office in Kiev and ensures timely Canadian counterpart inputs. Training of Ukrainian managers and researchers takes place both in Ukraine and in Canada.

IDRC is also arranging for miscellaneous private and public sector inputs, which represent one third of the project's cost.

Public Administration Policy Development

APPROXIMATE PROJECT VALUE	3.18 M USD
INSTITUTION FINANCING PROJECT	Canadian International Development Agency
DURATION	June 1993 to March 1997
LOCATION	Republic of South Africa

TYPES OF SERVICES PROVIDED	Project management/administration (on behalf of client) Project monitoring & evaluation
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DESCRIPTION OF PROJECT

As part of constitutional negotiations in South Africa, attempts were being made to come to agreement on a range of general sectoral policies prior to full democratic elections. Issues related to the transformation of the systems of public administration were key issues in the negotiations.

The anti-apartheid movement viewed itself as ill-equipped to participate in negotiations in the processes of interim government. The project strengthened the ANC, COSATU (Confederation of South African Trade Unions) and other components of the democratic movement.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC provided the human and financial resource management for the program. In collaboration with the democratic movement, IDRC established appropriate operational structures to meet the program objectives. IDRC assisted CIDA in the monitoring of the project's progress and ensured sound financial management.

Economic Policy Research

APPROXIMATE PROJECT VALUE	1.18 M USD
INSTITUTIONS FINANCING PROJECT	Canadian International Development Agency International Development Research Centre
DURATION	April 1992 to March 1995
LOCATION	Republic of South Africa

TYPES OF SERVICES PROVIDED	Institutional strengthening/restructuring Management advisory services Project monitoring & evaluation
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DESCRIPTION OF PROJECT

Among the most important issues demanding urgent attention in South Africa are those related to economic policy. In the past, the ANC and its partners had had little or no opportunity to grapple with the principles or practice of national economic policy-making. The program represents the Canadian component of a multi-donor response to research needs identified in South Africa.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

The Canadian Government asked IDRC to launch a mission in July 1991 to assess the needs of the anti-apartheid economics community in the areas of national economic policy analysis and formulation. The Macro-economic Research Group (MEG) of Johannesburg was set up to manage a program of research feeding into the planning and negotiations of the democratic movement. This program included projects to develop a macro model or framework, and explore such issues as fiscal and monetary policy, exchange rate regimes, labour markets, regional integration and the incorporation of the Bantustans into South Africa.

Inter-university Studies in Economics

APPROXIMATE PROJECT VALUE	1.28 M USD
INSTITUTIONS FINANCING PROJECT	United States Agency for International Development International Development Research Centre
DURATION	September 1993 to August 1995
LOCATION	Francophone Africa
TYPES OF SERVICES PROVIDED	Institution strengthening/restructuring Project management/administration (on behalf of client) Project monitoring & evaluation

DESCRIPTION OF PROJECT

The project aims at the strengthening of economic management capacity in francophone Africa. Advanced training will be given to economists who will work in the region.

Since the region only has five francophone universities set-up for advanced degrees, the approach designed by the *Conférence des Institutions d'Enseignement et de Recherche Économique et de Gestion en Afrique* calls for inter-university collaboration. Regional collaboration will take place on curriculum improvement, reference material development, teaching optional courses, external thesis review and joint thesis supervision.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC supported all preparatory activities with the Ford Foundation and French Cooperation. IDRC also managed a program implementation fund approved by USAID.

Snow & Ice Hydrology

APPROXIMATE PROJECT VALUE	4.25 M USD
INSTITUTION FINANCING PROJECT	Canadian International Development Agency
DURATION	October 1990 to December 1996
LOCATION	Pakistan

TYPES OF SERVICES PROVIDED	Research design/evaluation Project management/administration (on behalf of client) Technical assistance & advisory services Training and transfer of technology Project post-evaluation Project monitoring & evaluation
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DESCRIPTION OF PROJECT

About 80% of the Indus River flow originates from snow and glacier ice melt in the mountains of Northern Pakistan. The country's livelihood depends upon the water of the Indus for its irrigation and power generation. The goal of the project is to improve living conditions in Pakistan through increased energy production and agricultural output resulting from improved water management.

The project activities consist of designing and establishing a high altitude remote sensing hydrometeorological network, as well as a calibrated hydrologic model for the Upper Indus Basin in Pakistan. The network was successfully established using Meteor Burst technology for telecommunications. The project also includes the involvement of Pakistanis in all phases of the project as well as their training to independently and sustainably operate the system.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC has the overall responsibility for the project, including monitoring and evaluation. Much of the technical assistance component was contracted to British Columbia Hydro International Limited (BCHIL). IDRC remains intimately involved in the implementation of the training strategy. IDRC and BCHIL involve Pakistanis in all phases of the work as doers and not as observers. Thus, their training is optimized.

Education Policy Development

APPROXIMATE PROJECT VALUE	3.26 M USD
INSTITUTION FINANCING PROJECT	Canadian International Development Agency
DURATION	June 1993 to March 1997
LOCATION	Republic of South Africa
TYPES OF SERVICES PROVIDED	Institutional strengthening/restructuring Project management/administration (on behalf of client) Project monitoring & evaluation

DESCRIPTION OF PROJECT

As part of the constitutional negotiations towards a democratic South Africa, issues related to the transformation of the education systems have come up as key points.

The project will enhance the capacity of key components of the democratic movement to undertake research, analysis and policy development in the education sector. A secretariat will operate for about four years to prepare education policy proposals, conduct analysis and research in support of the preparation of appropriate education policies, and monitor and analyze current education issues in the context of government structures transformation.

DESCRIPTION OF SERVICES PROVIDED BY IDRC

IDRC is responsible for overall project management, identification of operational structures, and implementation of the Centre for Education Policy Development under the Kasigo Trust.

Section 5: Selected Staff Experience

IDRC has about 100 senior professionals supported by a number of research assistants or more junior professionals. Their backgrounds cover all the natural resource sector disciplines (such as forestry, fisheries, agricultural economics, geography, biotechnology, etc.) as well as related sciences (such as environmental sciences, rural sociology, anthropology, ethnology, adult education and communications).

The selected sample below gives an indication of the range of expertise available amongst the senior management and professional ranks of the organization. Many more highly qualified staff are available and will be considered at the time of proposal preparation, when precise expertise will be matched to the project's terms of reference.

Dr. R.D. Ayling

Senior Program Officer (Sustainable Production Systems). Dr. Ayling received his undergraduate forestry degree from the University of Toronto and his Doctoral degree in forest sciences from the Australian National University. He has been a visiting professor at the University of East Anglia in England and the University of Viscosa in Brazil. Dr. Ayling has considerable practical field experience in Latin America, East Africa and Southern Africa. His expertise comprises the design and implementation of research programs in agroforestry and low-input sustainable agriculture, social forestry, community resource management and indigenous knowledge, biodiversity and germplasm conservation.

Dr. Joachim Voss

Director (Sustainable Production Systems). Dr. Voss has studied at the University of Guelph where he obtained an M.A. degree in rural sociology and at the University of Toronto where he obtained a Ph.D. in anthropology. He has been a post-doctoral fellow at the Rockefeller Foundation and a visiting scientist at several International Agricultural Research Centres. He also worked at CIAT as a Farming Systems Expert in the Beans Program. Dr. Voss' expertise is in the area of food security, indigenous minorities, biodiversity and sustainable agriculture. He is responsible for program design and has extensive experience in Asia, Africa and Latin America.

Dr. C. Gines

Program Officer (Environmental Policy). Dr. Gines has a Masters degree in plant physiology from Complutense University of Madrid, a Doctoral degree in Molecular Biology from Carleton University in Ottawa and a Diploma in international development from the University

of Ottawa. She has been a post-doctoral fellow at Agriculture Canada and a visiting researcher at the National Research Council of Canada. Her expertise is in the areas of plant biotechnology, integrated pest management, genetic engineering and biodiversity in agriculture.

Dr. Eva Rathgeber

Regional Direction for Eastern and Southern Africa. Dr. Rathgeber has more than 20 years of research experience in East, West and Southern Africa. She holds a Ph.D. in sociology of education and has written extensively on African development issues including education, science and technology policy, agriculture and health. Dr. Rathgeber established and led the first IDRC gender and development unit and has worked closely with gender researchers throughout Africa. She is currently IDRC's regional director for Eastern and Southern Africa.

Dr. Serge Dubé

Program Officer. Dr. Dubé holds a Ph.D. in natural products chemistry and was head of the department of chemistry at the National University of Rwanda during the 1970s. His work with IDRC since 1983 has focused specifically on water resource management, the valorization of natural products, medicinal plants and biodiversity. He has a special interest in small and medium enterprise development.

Dr. Osita Ogbu

Program Officer. Dr. Ogbu is a program specialist in economics and technology policy. He holds a Ph.D. in economics and worked as a World Bank research economist with the Africa Technical Department from 1987-91. His areas of expertise include small and medium enterprise development; the informal sector; regional integration; access and delivery of structural adjustment programs; technology policy and environmental economics.

Dr. Galil Elmekki

Program Officer. Dr. Elmekki holds a Ph.D. in political economy and is a specialist in rural development and natural resource management in fragile ecosystems. His work has focused on food security, the social context of desertification; conflicts over natural resources; environmental policy-making and institution building; grassroots development and resource management; and the role of the state and NGOs in environmental policy and planning. Dr. Elmekki is based in Ottawa but works primarily in the African region.

Through support for research, Canada's **International Development Research Centre (IDRC)** assists scientists in developing countries to identify long-term, workable solutions to pressing development problems. Support is given directly to scientists working in universities, private enterprise, government, and nonprofit organizations.

Priority is given to research aimed at achieving equitable and sustainable development worldwide. Projects are designed to maximize the use of local materials and to strengthen human and institutional capacity.

Led by the dedication and innovative approach of Third World scientists — often in collaboration with Canadian partners — IDRC-supported research is using science and technology to respond to a wide range of complex issues in the developing world.

IDRC is directed by an international Board of Governors and is funded by the Government of Canada. At the United Nations Conference on Environment and Development (UNCED), IDRC's mandate was broadened to emphasize sustainable development issues. IDRC's international network and expertise will be used to help the world move toward implementation of UNCED's Agenda 21 program of action.

Le Centre de recherches pour le développement international (CRDI) soutient des travaux et des activités de recherche dans les pays en développement de manière à assurer un développement durable et équitable à l'échelle mondiale.

Les recherches sont menées par des scientifiques affiliés à des institutions, à des entreprises, à des gouvernements ou à des organismes de développement. Des partenaires canadiens y contribuent régulièrement.

Les projets soutenus financièrement ou techniquement par le CRDI privilégient le recours aux ressources locales et s'appuient sur le génie, l'intelligence et le sens de l'innovation des chercheurs des pays en développement.

Le CRDI contribue au renforcement des connaissances et des capacités de recherche des pays en développement pour lutter contre la pauvreté et pour améliorer les conditions de vie et l'environnement des populations affectées.

Le CRDI est dirigé par un Conseil des gouverneurs international. Ses fonds proviennent du gouvernement du Canada. La Conférence des Nations unies sur l'environnement et le développement (CNUED) a choisi le CRDI pour participer à la mise en oeuvre du développement durable à l'échelle planétaire. Le CRDI verra à concrétiser le programme Action 21 élaboré lors du Sommet de la Terre.

Con el fin de asegurar un desarrollo sostenible y equitativo a escala mundial, el **Centro Internacional de Investigaciones para el Desarrollo (CIID)** financia trabajos y actividades de investigación en los países en desarrollo. Las investigaciones están a cargo de científicos que trabajan en instituciones, empresas, gobiernos u organismos dedicados al desarrollo. Estos científicos reciben regularmente la colaboración de sus colegas canadienses.

Los proyectos apoyados financieramente o técnicamente por el CIID favorecen el uso de recursos locales y se apoyan en el talento, la inteligencia y el sentido de innovación de los investigadores de los países en desarrollo.

El CIID contribuye al fortalecimiento de los conocimientos y a la capacidad investigativa de los países en desarrollo para luchar contra la pobreza y mejorar las condiciones de vida y el medio ambiente de las poblaciones afectadas.

Un Consejo de Gobernadores Internacional tiene a su cargo la dirección del CIID, cuyos fondos provienen del Gobierno de Canadá. La Conferencia de Naciones Unidas sobre el Medio Ambiente y el Desarrollo (CNUED) ha seleccionado al CIID para participar en la realización del desarrollo sostenible a escala mundial. El CIID se encargará de hacer realidad el programa Agenda 21, elaborado durante la Cumbre de la Tierra.

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