

EC 84/18

PRESIDENT'S ADDRESS TO THE 1991 EXECUTIVE COMMITTEE --

June 20, 1991

*INTRODUCTION*

IT HAS BEEN SOME 7 WEEKS SINCE I ASSUMED THE FUNCTIONS OF PRESIDENT OF IDRC. DURING THOSE SEVEN WEEKS, I HAVE BEEN ABLE TO MEET A FEW OF YOU, THE GOVERNORS OF THE CENTRE, AND TO SPEAK WITH SOME OTHERS BY PHONE. TODAY, HOWEVER, REPRESENTS THE FIRST OCCASION THAT WE MEET TOGETHER AS A GROUP. IT IS AN OCCASION WHICH I HAVE AWAITED WITH GREAT ANTICIPATION.

ONE OF THE MOST SIGNIFICANT DOCUMENTS PROVIDED ME ON MY ARRIVAL AT IDRC WAS THE STATEMENT MADE BY DAVID HOPPER TO THE INAUGURAL MEETING OF THE BOARD OF GOVERNORS ON 26 OCTOBER, 1970. I WOULD LIKE TO REPEAT TODAY THE FIRST TWO LINES OF THAT STATEMENT WHICH READS AS FOLLOWS:

"IT IS WITH A PERSONAL PRIDE AND PLEASURE TEMPERED BY A DEEP AND SOBERING SENSE OF IMMINENT ADVENTURE THAT I EXTEND TO YOU MY WELCOME...."

AS FAR AS THE "PERSONAL PRIDE" IS CONCERNED, "PLUS CA CHANGE, PLUS C'EST LA MEME CHOSE." WHOEVER IS ACCORDED THE PRIVILEGE OF LEADING THIS REMARKABLE INSTITUTION MUST FEEL PROFOUNDLY HONOURED IN HAVING BEEN SELECTED FOR SUCH A FUNCTION. AS FAR AS THE "DEEP AND SOBERING SENSE OF

IMMINENT ADVENTURE," I ALSO SHARE WITH THE CENTRE'S FIRST PRESIDENT A DEGREE OF TREPIDATION ABOUT THE JOURNEY AHEAD. THERE IS NO HIPPOCRATIC OATH FOR INCOMING PRESIDENTS, MADAM CHAIR; NEVERTHELESS, AS IN THE CASE OF MY TWO ILLUSTRIOUS PREDECESSORS, I HEREBY PLEDGE MYSELF WITH ALL ENERGY AND THE FULLEST COMMITMENT OF WHICH I AM POSSESSED TO THE SERVICE OF THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE AND TO THE ENNOBLING PURPOSE AND MISSION FOR WHICH IT WAS FOUNDED NEARLY 21 YEARS AGO.

THE SAME OPENING WORDS OF DAVID HOPPER WHICH I HAVE ALREADY QUOTED SPOKE OF AN "IMMINENT ADVENTURE." THE ADVENTURE OF THE CENTRE AS WE MOVE THROUGH THE LAST DECADE OF THIS CENTURY WILL AND MUST BE DIFFERENT FROM ITS REMARKABLE AND SUCCESSFUL ADVENTURE OF THE 1970'S AND 1980'S UNDER THE ABLE AND INSPIRING LEADERSHIP OF BOTH DAVID HOPPER AND IVAN HEAD. MUCH HAS CHANGED SINCE IDRC WAS CONCEIVED IN THE LATE 1960'S. ALLOW ME TO SAY A FEW WORDS ABOUT THESE CHANGES.

FIRST AND FOREMOST, WE ARE CURRENTLY LIVING THROUGH A WORLD-WIDE TRANSFORMATION THAT IS UNPRECEDENTED SINCE THE END OF THE SECOND WORLD WAR AND WHICH WILL REARRANGE THE POLITICS AND ECONOMICS OF THE COMING CENTURY. THIS RESULTS PRINCIPALLY FROM TWO CONVERGENT FACTORS: THE GEOPOLITICAL TRANSFORMATION OF OUR WORLD ON THE ONE HAND

AND THE EXTENT AND PACE OF THE TECHNOLOGICAL REVOLUTION  
ON THE OTHER.

**GLOBAL GEOPOLITICAL TRANSFORMATION**

REGARDING THE FIRST FACTOR, GEOPOLITICAL TRANSFORMATION, IN 1944, THE ARCHITECTS OF THE POSTWAR WORLD CONCEIVED AND BROUGHT INTO LIFE BOLD NEW GLOBAL INSTITUTIONS (THE IMF, THE WORLD BANK, THE GATT AND THE UNITED NATIONS ORGANIZATION AND SPECIALIZED AGENCIES) THAT WOULD BE GOVERNED PLURALLY IN ORDER TO BRING ABOUT A GEOPOLITICS OF PEACE BASED ON COLLECTIVE SECURITY. THOSE SAME ARCHITECTS ENVISAGED THAT EACH MEMBER OF THE GLOBAL COMMUNITY, EACH NATION-STATE, WOULD PREDICATE THE MANAGEMENT OF ITS DOMESTIC ECONOMY ON THE PRECEPTS OF FULL EMPLOYMENT AND BROADLY DIFFUSED ECONOMIC GROWTH. THE PRINCIPLES WHICH GUIDED THE 1944 ARCHITECTS OF THE POSTWAR WORLD WERE REFERRED TO AS THE THREE "P'S" -- PEACE, PLURALISM AND PLANNING. BUT PEACE, AS WE KNOW, WAS QUICKLY TRANSFORMED INTO A FORTY-FIVE YEAR ARMED TRUCE BETWEEN TWO "GREAT" POWERS WHICH PERMITTED, EVEN EXPLOITED, COUNTLESS REGIONAL ARMED CONFLICTS, ALMOST ALL OF WHICH INVOLVED DEVELOPING OR POOR COUNTRIES. PLURALISM (OR MULTILATERALISM) BECAME MOST OFTEN A SYSTEM OF DUAL HEGEMONY. AND INSTEAD OF EXPLICIT GLOBAL PLANNING AIMED AT TEMPERING MARKETS AND ENCOURAGING EQUITY, WE HAVE HAD A DIVERSITY OF NATIONAL EXPERIENCES AND IDEOLOGICAL MUDDLES. IF THE PRINCIPLES OF PEACE,

PLURALISM AND PLANNING FAILED TO GUIDE THE GEOPOLITICS OF THE PAST FOUR AND ONE-HALF DECADES, THE BEHAVIOUR INDUCED BY THE COLD WAR PROVIDED A REMARKABLY STABLE AND CONTINUOUS WORLD ORDER IN WHICH SIGNIFICANT CHANGE AND DEVELOPMENT OCCURRED, INCLUDING THE EMERGENCE AS NATION-STATES OF MOST OF THE COUNTRIES WE NOW REFER TO AS "DEVELOPING." INDEPENDENCE LED TO SOME GREATER DEGREES OF FREEDOM FOR THE NEWLY-INDEPENDENT COUNTRIES OF THE SOUTH, BUT STILL LIMITED LEVERAGE AT THE INTERNATIONAL LEVEL. VARIOUS MEANS TO EXPAND ACCESS HAVE BEEN TRIED, INCLUDING ATTEMPTS BY COUNTRIES OF THE SOUTH TO BAND TOGETHER IN ORDER TO INCREASE THEIR VOICE. THESE MORE OFTEN THAN NOT FOUNDERED ON THE SHOALS OF THE EAST-WEST DIVIDE.

THE EAST-WEST DIVIDE AND THE ORDER THAT HAD REMAINED STABLE FOR 45 YEARS CHANGED ON NOVEMBER 9, 1989, THE DAY THAT THE BERLIN WALL CAME DOWN.

#### ***THE TECHNOLOGICAL REVOLUTION***

NOW TO THE SECOND FACTOR: TECHNOLOGICAL CHANGE. TECHNICAL CHANGE IS A PERMANENT FEATURE OF THE ECONOMIC SYSTEM. IF WE TAKE THE FIRST TWO OR THREE DECADES FOLLOWING THE SECOND WORLD WAR, WE FIND ABUNDANT EXAMPLES OF INCREMENTAL AND RADICAL TECHNICAL CHANGE BEING INTRODUCED AT DIFFERENT POINTS IN THE SYSTEM AND SLOWLY OR RAPIDLY DIFFUSING THROUGHOUT THE PARTICULAR INDUSTRY

AND THROUGHOUT THE WORLD. THIS SUCCESSION OF IMPROVEMENTS AND OF NEW PRODUCTS, PROCESSES AND TECHNOLOGY SYSTEMS RESULTED IN SIGNIFICANT TRANSFORMATIONS IN THE WORKPLACE, THE WAY OF LIFE AND THE STRUCTURE OF PRODUCTION IN ONE COUNTRY AFTER ANOTHER.

TECHNOLOGY HAS EVEN AFFECTED THE CAPACITY OF GOVERNMENT TO GUIDE THEIR OWN ECONOMIES, AN EXAMPLE OF THIS BEING THE IMPACT OF TELECOMMUNICATIONS ON THE FUNCTIONING OF CAPITAL MARKETS.

SINCE THE 1970'S, HOWEVER, A MORE COMPLEX SITUATION HAS EMERGED: WHOLE NEW TECHNOLOGY SYSTEMS HAVE GROWN, ASSOCIATED WITH FOR EXAMPLE MICRO-ELECTRONICS AND BIOTECHNOLOGY. AND, AS THESE NEW TECHNOLOGIES ARE HIGHLY PORTABLE AND CONDUCIVE TO BOTH RAPID AND CONTINUOUS MODIFICATIONS AND ENHANCEMENTS, THEY ARE CHANGING THE MANNER IN WHICH THE GLOBAL MARKETPLACE HAS FUNCTIONED SINCE 1945. MONEY, TECHNOLOGY, INFORMATION AND GOODS ARE FLOWING ACROSS NATIONAL BORDERS WITH UNPRECEDENTED RAPIDITY AND EASE. THE COST OF TRANSPORTING THINGS AND COMMUNICATING IDEAS IS PLUMMETING. CAPITAL CONTROLS IN MOST INDUSTRIALIZED COUNTRIES ARE BEING REMOVED AND, UNEVENNESS NOTWITHSTANDING, TRADE BARRIERS ARE BEING REDUCED. EVEN ITEMS THAT GOVERNMENTS WISH TO PREVENT FROM GETTING INTO THEIR NATION-STATES (DRUGS, ILLEGAL IMMIGRANTS) DO SO ANYWAY.


**THE CHALLENGE FOR A NEW GLOBAL ORDER**

THE RELATIVE CONTINUITY OF OUR WORLD ORDER OVER THE PAST 4 AND ONE-HALF DECADES HAS GIVEN WAY TO DISCONTINUITIES, TO NEW DIRECTIONS, TO NEW OPPORTUNITIES AND TO NEW FEARS. GEOPOLITICALLY, WE HAVE FOR THE FIRST TIME SINCE 1944 AN OPPORTUNITY TO BUILD A TRUE PLURALISM, A TRUE MULTILATERALISM, IN GLOBAL DECISION-MAKING. ALSO, GEOPOLITICALLY, THERE IS NO NEED FOR THE WORLD'S MAJOR NATIONS TO SPEND UPWARD OF A TRILLION DOLLARS A YEAR ON AN EAST-WEST ARMS RACE. THE NEW CHALLENGE IS HOW TO PREVENT PROLIFERATION OF CHEMICAL AND NUCLEAR WEAPONS, AND HOW TO CONTAIN AND MEDIATE REGIONAL CONFLICT, ECONOMICALLY, THE CHALLENGE OF THE NEW ORDER IS NO DIFFERENT TO THAT IDENTIFIED BY KEYNES IN 1944: HOW TO DIRECT THE WORLD TOWARDS ECONOMIC GROWTH AND FULL EMPLOYMENT, AND HOW TO RECONCILE NATIONAL SOVEREIGNTY WITH A GLOBAL MARKETPLACE. IN THE LATE 1940'S THE UNITED STATES AS THE GLOBAL HEGEMONIC POWER WAS RELUCTANT TO CEDE SOVEREIGNTY TO INTERNATIONAL INSTITUTIONS. IN TODAY'S WORLD, THERE IS RESISTANCE TO A NEW GENERATION OF INSTITUTIONS BECAUSE NO ONE NATION IS POWERFUL ENOUGH TO PROVIDE A UNILATERAL LEAD AND BECAUSE THERE IS NO CONSENSUS AMONG NATIONS ON WHAT NEEDS TO BE DONE.

THE NATURE AND PACE OF DEVELOPMENTS IN TECHNOLOGY MEAN THAT DEVELOPMENT POSSIBILITIES FOR ALL PEOPLES IN ALL PARTS OF THE WORLD HAVE BECOME MOVING TARGETS WHICH CAN

ONLY BE CAPTURED WITH EQUALLY MOBILE AND AGILE INSTRUMENTS. INCREASINGLY, EACH NATION'S PRIMARY ASSETS WILL BE ITS CITIZENS SKILLS, ABILITIES AND INSIGHTS. THE PRIMARY POLITICAL TASK OF NATIONS WILL BE TO COPE WITH THE EXPANDING CENTRIFUGAL FORCES OF THE GLOBAL ECONOMY WHICH THREATEN THE TIES THAT HAVE HISTORICALLY BOUND ITS CITIZENS TOGETHER. AS BORDERS BECOME INCREASINGLY IRRELEVANT IN ECONOMIC TERMS, THOSE PEOPLE WHO ARE ABLE TO THRIVE IN THE WORLD MARKET WILL BE INCREASINGLY TEMPTED TO TURN THEIR BACKS ON THOSE WHO ARE LESS FAVOURED.

THE DANGERS AND RISKS IN THE MAGNITUDE AND MOMENTUM OF THESE GEOPOLITICAL AND TECHNOLOGICAL CHANGES ARE MOST LIKELY INVERSELY PROPORTIONAL TO THE CURRENT WEALTH OF INDIVIDUAL NATIONS. STATED OTHERWISE, THE INSTITUTIONS AND RESOURCES FOR THE SEIZING AND MANAGEMENT OF NEW OPPORTUNITIES ARE OFTEN WOEFULLY INADEQUATE. THE POORER NATIONS OF THE EARTH ARE OFTEN SMALL, ARTIFICIAL AND LACKING COHESION, SENSE OF IDENTITY AND PURPOSE. THE INDIVIDUALS OF SUCH COUNTRIES ARE NON-PARTICIPANTS IN THE DECISION-MAKING PROCESS. ANY STRAIGHT LINE PROJECTION OF THE EFFECTS OF THE EXTENT OF THE GLOBAL CHANGES WHICH I HAVE OUTLINED WOULD HOLD THAT THE LDC'S WILL FALL EVEN FURTHER BEHIND AND THAT MOST OF THEM WILL REMAIN OUTSIDE THE GLOBAL AGENDA AND WITH NO INFLUENCE ON IT. STRAIGHT LINE PROJECTIONS ARE, HOWEVER, USUALLY WRONG. THE

PURPOSE OF IDRC IN THIS CONTEXT IS TO HELP MAKE THEM  
WRONG. CLEARLY, THE GREATEST ENEMY OF PROGRESS IS A  
SENSE OF HOPELESSNESS; FROM A VANTAGE POINT THAT TAKES  
IN THE ENORMITY OF THE WORLD'S ILLS, REAL PROGRESS MAY  
SEEM BEYOND REACH. WITHIN SMALLER UNITS --  
ORGANIZATIONS, COMMUNITIES, TOWNS, CITIES, STATES AND  
EVEN NATIONS, PROBLEMS MAY SEEM SOLUBLE; EVEN SMALL  
IMPROVEMENTS CAN SEEM LARGE ON THIS SMALLER SCALE.   
NOTHING MORE SURELY DESTROYS OPTIMISM AND THE ZEAL TO  
BRING ABOUT POSITIVE CHANGE THAN A FAITHFUL READING OF  
ANY OF OUR MAJOR MASS MEDIA FOR HERE WE CONFRONT ON A  
DAILY BASIS THE GLOBAL DIMENSIONS OF HUNGER, DISEASE,  
ENVIRONMENTAL DEGRADATION, POLITICAL INJUSTICE, RACISM,  
VIOLENCE AND MISERY. IT SHOULD COME AS NO SURPRISE,  
THEN, THAT ALL GREAT SOCIAL MOVEMENTS HAVE BEGUN LOCALLY.  
THOSE WHO ATTEMPT TO REFORM THE WORLD IN ONE GREAT SWOOP  
OFTEN HAVE DIFFICULTY SIGNING UP CREDULOUS RECRUITS.

AS WE APPROACH THE CLOSE OF THIS MILLENNIUM, WE CONFRONT  
A RARE HISTORICAL MOMENT. THE THREAT OF WORLDWIDE  
CONFLICT SEEMS REMOTE AND THE TRANSFORMATION OF ECONOMIES  
AND TECHNOLOGY IS CHANGING THE LINES BETWEEN NATIONS.

#### *IDRC IN THE NEW GLOBAL CONTEXT*

IT IS IN THIS NEW GLOBAL CONTEXT THAT WE IN IDRC MUST  
CONFRONT OUR ROLE AND TAKE ALL STEPS WITHIN OUR POWER TO  
ENSURE THAT OUR RESEARCH ACTIVITIES SERVE AND EQUIP, TO



THE EXTENT POSSIBLE, THE PEOPLES OF DEVELOPING NATIONS TO PARTICIPATE IN, TO INFLUENCE AND TO BENEFIT FROM AN UNPLANNED AND RAPIDLY CHANGING WORLD ORDER.

THE GLOBAL CONTEXT, THEN, IS THE MOST SIGNIFICANT DIFFERENCE FOR THE IDRC OF TODAY COMPARED WITH THE MOMENT OF ITS LAUNCHING IN 1970. THERE ARE, HOWEVER, OTHER DIFFERENCES WHICH ARE LESS MEASURABLE. IN THE LATE 1960'S, "DEVELOPMENT" AND THE APPLICATION OF SCIENCE AND TECHNOLOGY TO HELP TO BRING IT ABOUT, SEEMED REASONABLY CLEAR. NOW I SENSE THAT WE APPROACH OUR TASK WITH GREATER HUMILITY AND LESS CERTAINTY ABOUT WHAT DEVELOPMENT MEANS OR HOW TO BRING IT ABOUT. WE RETAIN THE ESSENTIAL NOTION THAT IT IS NOT OUR BUSINESS TO DEFINE DEVELOPMENT FOR OTHER PEOPLE. AND CERTAINLY IN TERMS OF THE WISE USE OF THE FRUITS OF SCIENTIFIC ENDEAVOUR IN THE CREATION OF MORE DIGNIFIED AND JUST SOCIETIES, THE MATERIALLY RICHER SOCIETIES OF THE WORLD HAVE ONLY INADEQUATE ADVICE TO OFFER. IF WE HAVE BECOME MORE HUMBLE REGARDING OUR CAPACITY TO BRING ABOUT IMPROVEMENTS IN THE HUMAN CONDITION, IT IS IN SOME SIGNIFICANT MEASURE DUE TO THE REALIZATION THAT DEVELOPMENT CANNOT BE DEFINED OR ENCOMPASSED IN ECONOMIC TERMS ALONE. THE BRUNTLAND COMMISSION MOST RECENTLY REMINDED US OF THE COMPLEXITY OF THE ENVIRONMENTAL, SOCIAL, PHYSICAL, POLITICAL AND CULTURAL FACTORS THAT WILL DETERMINE THE CONTINUING EVOLUTION OF OUR SPECIES.

BELIEFS ABOUT THE NATURE AND POTENTIAL OF RESEARCH AS AN ACTIVITY THAT CAN CONTRIBUTE TO HUMAN BETTERMENT HAVE ALSO SHIFTED. THE MASTERSTROKE OF THE FIRST BOARD OF GOVERNORS IN PLACING MOST OF THE RESEARCH FINANCED BY IDRC IN THE HANDS OF DEVELOPING COUNTRY SCIENTISTS HAS PROVIDED US WITH MANY LESSONS: THAT INDIGENOUS ENQUIRY IS EMPOWERMENT; THAT ITS CONDUCT LEADS TO THE DEVELOPMENT OF HUMAN CAPITAL; THAT POPULATIONS SHOULD NOT BE PASSIVE RECIPIENTS OF LARGESSE PROVIDED BY AN ELITE SCIENTIFIC COMMUNITY, BUT RATHER SHOULD BE PARTNERS IN SETTING THE AGENDA AND FULL PARTICIPANTS IN THE SCIENTIFIC PROCESS. GIVEN THESE LESSONS, WE ARE NOW OBLIGATED TO CONTINUE, TO REINFORCE AND TO SHARE THIS LEARNING; IN FULL PARTNERSHIP WITH THE SCIENTIFIC COMMUNITY OF THE SOUTH WE MUST CONTINUE THE SEARCH TO FIND OUT WHAT WORKS IN IMPROVING THE HUMAN CONDITION AND TO PROMOTE IT BY OPTIMIZING THE HUMAN AND FINANCIAL RESOURCES MADE AVAILABLE TO US.

THIS BEING SAID, OUR RESOURCES ARE FINITE; INDEED THEY ARE MINUSCULE IN RELATION TO DEMAND AND THE URGENT AND COMPELLING NEEDS OF THE HUMAN CONDITION. THUS, WE WILL HAVE TO CHOOSE CAREFULLY WHAT WE SET OUT TO DO, EMPHASIZING THOSE AREAS AND ACTIVITIES WHICH PROMISE TO HAVE THE GREATEST POSITIVE IMPACT OVER THE SHORTEST PERIOD OF TIME. ANY STRATEGIC PLAN WHICH DEFINES, A PRIORI, WHAT IT WILL AND WILL NOT INCLUDE IN ITS

ACTIVITIES INVOLVES HIGH RISK WHEN IT IS SITUATED IN AN ENVIRONMENT OF DISCONTINUITY AND UNPREDICTABILITY. MORE PERHAPS THAN AT ANY OTHER TIME WE ARE WISE TO RECALL THE ADAGE THAT "THE ONLY PREDICTABLE THING ABOUT PREDICTION IS THAT IT WILL FAIL." NEVERTHELESS, THE RESOURCES OF IDRC CANNOT PRETEND TO ADDRESS ALL OR EVEN MOST OF ANY COMPREHENSIVE DEVELOPMENT RESEARCH AGENDA; TO ATTEMPT TO BE ALL THINGS TO ALL PEOPLE ON ALL ISSUES IS TO GUARANTEE FAILURE. WE MUST, THEREFORE, FOCUS OUR AGENDA, MAKING A PRIORI CHOICES IN FULL KNOWLEDGE OF THE RISK THAT THIS ENTAILS. AND WE MUST ENSURE THAT, IN DEFINING OUR AGENDA AND ASSIGNING RESOURCES TO ITS FULFILMENT, A SUFFICIENT ELEMENT OF FLEXIBILITY IS PRESERVED TO ALLOW US TO RESPOND TO NEW AND UNANTICIPATED CHALLENGES WHERE THEIR INCLUSION IS FULLY JUSTIFIED.

*THE CANADIAN CONTEXT - IDRC ORIENTATIONS FOR THE FUTURE*

THIS COUNTRY IS ANOTHER ARENA OF CHANGE. MANY OF THE COMPONENTS OF OUR NATIONAL COMPACT WHICH HAVE SERVED US AT LEAST ADEQUATELY, IF NOT ALWAYS OPTIMALLY, ARE UNDERGOING REVIEW AND DOUBT. IN CONTRAST TO THE LATE 1960'S, OUR UNIVERSITIES ARE NOW RELATIVELY QUIESCENT.

VOICES ARE RARELY RAISED IN PROTEST. THE VIEWS, INSIGHTS AND ANALYSIS OF OUR LEADING ACADEMICS ARE RARELY SOUGHT AND, IF EXPRESSED, ARE SELDOM PROMULGATED OR MUCH HEDED. THE LIVELY INTEREST OF CANADIANS IN INTERNATIONAL

DEVELOPMENT -- APART FROM LAUDABLE SURGES OF CHARITABLE IMPULSE ON THE OCCASIONS OF FAMINE OR DISASTER -- SEEMS TO HAVE DWINDLED TO A PREOCCUPATION WITH DOMESTIC CONCERNS THAT BORDERS ON THE OBSESSIVE. THIS INSTITUTION, IDRC, REMAINS AN EXPRESSION OF CANADIAN VALUES OF AN INTENSELY CREATIVE, INNOVATIVE AND CONFIDENT PERIOD. IT IS MY VIEW, AND I VENTURE TO STATE IT HERE, THAT IDRC HAS AN IMPORTANT ROLE TO PLAY IN CANADA IN THE YEARS AHEAD; FOR IN MAINTAINING OUR VITALITY, COMMITMENT AND OPTIMISM, WE SERVE AS A REMINDER OF THOSE VALUES THAT HAVE SERVED TO UNIFY OUR NATION -- GENEROSITY OF SPIRIT, OUTWARD-LOOKING AND QUIETLY CONFIDENT.

IF EVER THERE HAS BEEN IN MY LIFETIME A MOMENT WHEN CANADIANS HAVE NEEDED AN INJECTION OF "GOOD NEWS", IT IS NOW. I BELIEVE THAT THE CENTRE CAN AND MUST PLAY A GREATER ROLE WITHIN THIS COUNTRY. THERE ARE SOME CONCRETE STEPS WHICH COME TO MIND:

1- A GREATER EMPHASIS ON DOMESTIC PUBLIC AFFAIRS IN ORDER TO HELP INFORM CANADIANS OF THE EXTENT TO WHICH THE MUTUAL INTERDEPENDENCE OF NORTH AND SOUTH IS GROWING. IT WILL NOT BE ENOUGH IN THIS REGARD THAT WE SEEK ACCESS TO THE MEDIA, ALTHOUGH THIS SHOULD BE ONE COMPONENT. WE MUST ALSO BE PREPARED TO BECOME PARTICIPANTS AT THE COMMUNITY LEVEL THROUGH CHURCH GATHERINGS, SCHOOLS, BUSINESS GROUPS, ETC.

2- AN ENHANCED INVOLVEMENT OF CANADIANS IN DEVELOPMENT. THE CANADIAN DEVELOPMENT COMMUNITY IS DECLINING. OPPORTUNITIES FOR YOUNG CANADIANS TO GAIN EXPERIENCE (CUSO, WUSC) OR FOR MORE EXPERIENCED CANADIANS TO PURSUE CAREERS IN DEVELOPMENT ARE DECLINING. THE TIME MAY BE OPPORTUNE FOR A MUCH CLOSER COLLABORATION BETWEEN CIDA AND IDRC IN OPENING UP NEW OPPORTUNITIES VIA, FOR EXAMPLE, THE FUNDING OF CANADIAN POST-DOCTORAL RESEARCH AT THE INTERNATIONAL AGRICULTURAL CENTRES WHERE EXCELLENT FACILITIES AND STATE OF THE ART RESEARCH IS POSSIBLE.

3- INTERNATIONAL CENTRES IN CANADA. CANADA PROBABLY HAS ONE OF THE LOWEST LEVELS OF INTERNATIONAL RESEARCH ACTIVITY OF ANY INDUSTRIALIZED COUNTRY. IDRC HAS FUNDED OR HELPED FINANCE THE ESTABLISHMENT OF RESEARCH CENTRES AND NETWORKS IN SEVERAL OTHER INDUSTRIAL COUNTRIES (E.G. FRANCE - INIBAP, UNITED STATES - IFDC AND IFPRI, SWEDEN - IFS). IN ADDITION, WE HAVE FUNDED PROJECTS IN THE UNITED KINGDOM - SPRU - AND HOLLAND - ISNAR). THERE WAS A RECENT OPPORTUNITY TO LOCATE THE INTERNATIONAL HEALTH COMMISSION IN CANADA AND A SPECIALIZED AIDS UNIT IN IDRC, BUT THESE WERE NOT PURSUED AGGRESSIVELY.

4- IDRC AS A PUBLIC CENTRE OF EXCELLENCE. THE CENTRE HAS DEVELOPED OVER THE YEARS AN IMPRESSIVE INTERNATIONAL NETWORK OF KNOWLEDGE AND EXPERTISE ON THE "DEVELOPMENT PROBLEM," MUCH OF WHICH HAS A DIRECT AND IMMEDIATE RELEVANCE TO THE PRINCIPAL ISSUES ON OUR NATIONAL AGENDA (E.G. DEBT, THE CRISIS IN PUBLIC FINANCE

AND PUBLIC INVESTMENT, ENVIRONMENT, ETC.). WE SHOULD GIVE ATTENTION TO THE POSSIBILITY OF IDRC SPONSORSHIP OF A SEMINAR/WORKSHOP/LECTURE SERIES THAT WOULD BRING TO CANADA A SELECTED NUMBER OF WORLD-RENOWNED FIGURES WHO WOULD ADDRESS THESE ISSUES. THIS WOULD SERVE TO INCREASE THE VISIBILITY OF IDRC AS A CENTRE OF EXPERTISE FOR GOVERNMENT AND OTHER DECISION AND OPINION-MAKERS IN AREAS THAT ARE OF CONCERN FOR CANADIANS.

*CONCLUSION - MAKING OUR OWN ROAD*

IN THE WIDER WORLD, WHICH THIS CENTRE WAS ESTABLISHED TO SERVE, LEVELS OF HUMAN EXISTENCE WHICH ARE UNACCEPTABLE BY ANY STANDARD STILL PERSIST. PERHAPS IT IS THE APPARENTLY INTRACTABLE NATURE OF THE CAUSES OF HUMAN MISERY -- THE ANTITHESIS OF WHAT DEVELOPMENT SHOULD BE -- THAT LIES BEHIND THE PERSISTENCE OF THE PHENOMENON OF AID FATIGUE IDENTIFIED BY THE PEARSON COMMISSION MORE THAN 20 YEARS AGO. IT IS NO DOUBT USEFUL, MADAM CHAIR, TO KEEP OURSELVES INFORMED THROUGH POLLS AND SURVEYS OF THE MOOD OF OUR SHAREHOLDERS. CERTAINLY, WE MUST ALL BE CONCERNED WITH INCREASING THE DIVIDENDS THAT WE CAN PAY THEM. FOR WITHOUT AN INCREASE IN DIVIDENDS THE AID FATIGUE PHENOMENON, ALREADY PROFOUND IN CANADA, CAN ONLY INCREASE. CLEARLY, AS THE CENTRE FACES AN ENVIRONMENT OF ACCELERATING DISCONTINUITIES, WE ARE CHALLENGED WITH PERHAPS UNPRECEDENTED URGENCY TO THE CHANNELING OF OUR ENERGIES WITH IMAGINATION AND EFFICIENCY AND TO THE

INCREASING OF OUR PROFIT. AND THIS MEANS NOTHING MORE OR LESS THAN CONTRIBUTING THROUGH RESEARCH TO THE DEMONSTRABLE BETTERMENT OF THE HUMAN CONDITION. TO THE EXTENT THAT AID WEARINESS EXISTS, NOTHING WILL HELP TO DISPEL IT MORE THAN A LITTLE SUCCESS IN THOSE TERMS. AND HENCE THE FOUNDATION FOR A GREATER ROLE IN CANADA WILL CONTINUE TO BE BUILT ON THE BASIS OF ENTRUSTING THE PURSUIT OF USEFUL KNOWLEDGE PRIMARILY TO THE HANDS OF DEVELOPING COUNTRY SCIENTISTS; THEIR SUCCESS WILL BE OUR PROFIT.

THUS, MADAM CHAIR, THE "IMMINENT ADVENTURE" OF WHICH DAVID HOPPER SPOKE OVER 20 YEARS AGO WILL CONTINUE, ALTHOUGH MODIFIED AND ADJUSTED, IN ORDER THAT THIS IDRC MAY CONTINUE TO RESPOND WITH RELEVANCE AND EFFECTIVENESS TO THE GREATEST CHALLENGE OF OUR GENERATION -- THE CREATION OF AN EQUITABLE AND STABLE WORLD ORDER THAT MAY BE BEQUEATHED TO OUR SUCCESSORS. OVER THE MONTHS THAT LIE AHEAD, I WILL BRING FORWARD TO THIS BOARD OF GOVERNORS PROPOSALS DESIGNED TO ENSURE THAT WE REMAIN A VITAL AND ESSENTIAL ELEMENT IN RESPONDING TO THAT CHALLENGE. THE LESSENING AVAILABILITY OF PUBLIC FINANCING ADDS TO OUR CHALLENGE AND DICTATES THAT WE ORGANIZE OURSELVES IN ORDER TO BE MORE FOCUSED AND PERSISTENT IN OUR PROGRAM ACTIVITIES, WHILE AT THE SAME TIME REMAINING RESPONSIVE TO NEW IDEAS AND AGILE IN RESPONDING TO NEW OPPORTUNITIES. IN DOING THIS, WE CAN

DRAW ON AND LEARN MORE FROM OUR OWN RICH EXPERIENCE AND  
THAT OF THE MANY PARTNERSHIPS WHICH WE HAVE BUILT OVER  
TWO DECADES. AND WE MUST ENCOURAGE GREATER CANADIAN  
PARTICIPATION IN DEVELOPMENT ISSUES FOR THE NORTH-SOUTH  
DIVIDE IS A LIMITING AND ARTIFICIAL CONSTRUCT TO THE  
ENLIGHTENED SELF-INTEREST OF THOSE OF US WHO LIVE IN THE  
NORTH. ALEXIS DE TOCQUEVILLE, IN HIS JOURNEY TO THE  
UNITED STATES IN 1831, STATED: "THE AMERICANS ARE FOND  
OF EXPLAINING ALMOST ALL ACTIONS OF THEIR LIVES BY THE  
PRINCIPLE OF SELF-INTEREST RIGHTLY UNDERSTOOD...". THE  
SUCCESSFUL INTEGRATION OF THE POORER PEOPLES OF THE WORLD  
IN THE FAST EMERGING NEW GEOPOLITICAL AND TECHNOLOGICAL  
GLOBAL ORDER IS AN IMPERATIVE TO WHAT DE TOCQUEVILLE  
OBSERVED -- "SELF INTEREST RIGHTLY UNDERSTOOD."

ALLOW ME TO CLOSE WITH A QUOTATION WHICH I GREATLY LOVE.  
IT IS FROM A LATIN AMERICAN POET, ANTONIO MACHADO OF  
GUATEMALA; HE WROTE;

CAMINANTE, NO HAY CAMINO.

EL CAMINO SE HACE AL ANDAR.

AND THIS SAYS IN ENGLISH:

TRAVELLER, THERE IS NO ROAD.

YOU MUST MAKE THE ROAD ON YOUR JOURNEY.

I HAVE BEEN GREATLY HONORED, MADAM CHAIR, TO HAVE BEEN  
SELECTED AS PRESIDENT AT THIS HISTORICAL MOMENT OF WORLD-  
WIDE TRANSFORMATION. WE ARE ALL OF US --- THE BOARD OF



GOVERNORS, THE STAFF OF THE CENTRE AND ME --- THE TRAVELLERS TO WHICH ANTONIO MACHADO REFERRED. UNDER THE WISE GUIDANCE OF THIS BOARD OF GOVERNORS, I SHALL DO ALL WITHIN MY POWER TO ENSURE THAT WE MAKE THE RIGHT ROAD IN THE BUILDING OF A BETTER WORLD AND THAT I FULFILL THE EXPECTATIONS THAT GO WITH THE HONOUR BESTOWED UPON ME.

THANK YOU.