

**Insuring African
Professionals in
Consulting**

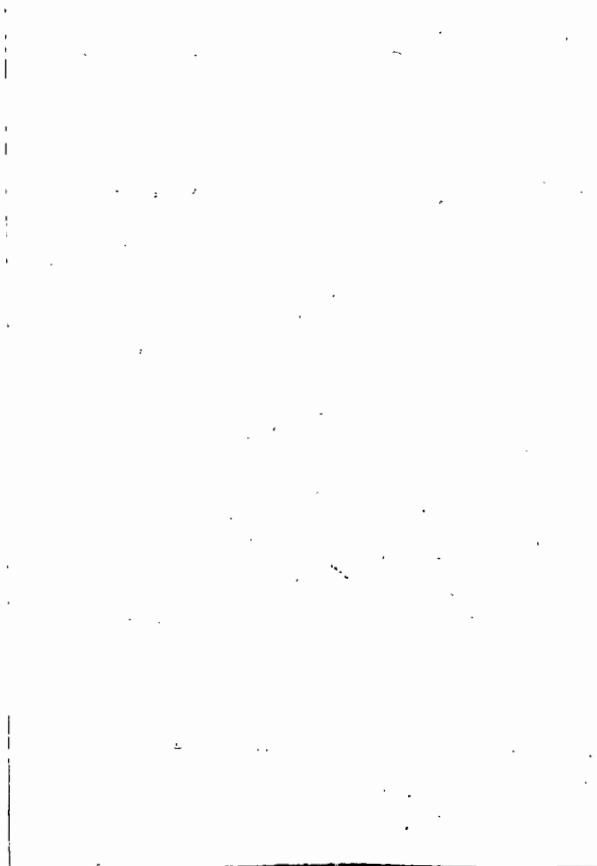
Pre-feasibility

Proposal Concept

IDRC Services



The International Development Research Centre
Le Centre de recherches pour le développement international
El Centro Internacional de Investigaciones para el Desarrollo



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Acronyms

IDRC	International Development Research Centre
CIDA	Canadian International Development Agency
SIDA	Swedish International Development Authority
IBRD	International Bank for Reconstruction and Development
USAID	United States Agency for International Development
GTZ	Deutsche Gesellschaft Für Technische Zusammenarbeit
NORAD	Norwegian Agency for Development Cooperation

Section 1: Introduction

1.1 Background

The project team has recently completed the Fact Finding Study of African participation in consulting.

The following concerns motivated the study, jointly supported by SIDA, CIDA, and IDRC, with the latter serving as task manager:

- Development of a strong indigenous consulting industry, as part of a broader emphasis on *capacity building*, would critically support current attempts to strengthen public administration in many African countries.
- All development projects and studies, would benefit considerably from the presence of a strong local consulting industry.
- As significant investors in human resources, especially in higher education and research, the three sponsoring agencies, along with other donors and African governments, are concerned about the decline of universities and national research centres in Sub-Saharan Africa. While consulting appeals to institutions and individual professionals for generating additional income and expanding knowledge and contacts, there are major concerns as to its feasibility and potentially negative impact on teaching and research.
- Over time, a strengthened local consulting industry would also contribute to the growth of a vibrant private sector.

The results and conclusions are summarized in Section 2.

1.2 Purpose

This document requests support from interested parties for immediate joint funding of the Project Identification Report, a necessary second step towards the implementation of an intervention that will increase the participation of African professionals in consulting in Sub-Saharan Africa.

Section 2 summarizes the findings from the previous work while Section 3 outlines the work necessary to determine the feasibility of the proposed scheme.

Section 2: Consulting in Africa

This Section summarizes the data, analysis and findings of the study report entitled *Utilizing African Professionals in Consulting* authored by S. Dufour, J. Fine, and J. Rostenne and produced under IDRC Services Document No. 2 in July 1995.

2.1 Objective

The objective of the earlier study was to determine the feasibility of increasing the participation of African professionals in consulting, with particular reference to those located at higher education and research institutions in Sub-Saharan Africa.

2.2 Major Findings

Using a novel approach based on density mapping,¹ the research team successfully determined the participation of Africans in each consulting role – service – sector combination in a sample of markets (Kenya, Zimbabwe, and South Africa) and sectors (Economic Management, Rural Development, Health and Information Management).

The principal findings revealed some startling facts with respect to the type as well as extent of involvement by African professionals in consulting:

- Overall the consultant participation density maps for Kenya and Zimbabwe indicate:
 - High African participation in the more junior and less essential consulting roles and services such as working level and fact finding, and
 - Very low representation in the most key and critical ones such as project management, task design, feasibility and evaluation.
- In the case of South Africa, there is a very low representation of black professionals in all roles and services.
- Most significantly, but very disturbingly everywhere, and in all sectors, African professionals have a very low level of participation in the high leverage – high risk consulting roles and services irrespective of the amount of national or personal investment in higher education and training.

¹ *The study uses innovative “density maps” which set out the proportion of African participation for specific roles and services. For more details, please consult section 4.2 of the subject study.*

In summary, the study reveals that even if *overall* African participation in consulting is not insignificant in percentage terms, it is disproportionately low, often less than 10%, in those roles and services that are central to the consulting process and that have a determining effect over an individual consultant's income, visibility, future work opportunities and career path. Furthermore and contrary to expectations, large sustained investment in higher education and training by donors and recipient countries has only succeeded in somewhat raising the level of participation in peripheral consulting roles such as domain expertise which focuses on domain – and area – specific knowledge. It has not lead African professionals to more meaningful participation.

Most disturbing, the study found that this pattern is probably self-perpetuating.

Without access to the key roles, African professionals lack high visibility. They cannot use such opportunities to extend their involvement in a particular project or its subsequent phases. In the current situation, most African professionals cannot advance to key roles and participate in key services because of the high risk perceived by prospective clients. At the same time, such risk persists because of their inability to gain appropriate experience. More investment in education and training cannot, on its own, resolve this impasse. Neither will various forms of *affirmative action* which will simply aggravate the current situation. While affirmative action may increase the level of African participation in the less critical roles and services, it does not allow competent African professionals to build a career track credible on its own merits, to a prospective client.²

2.3 The Need for a New Approach

The above findings led the study team to propose a new approach that goes to the heart of the problem rather than treat its symptoms. Specifically, the following considerations motivate the new approach:

- Despite the existence for many years of a sizable consulting market in Sub-Saharan Africa, Africans remain, by-and-large, absent from the critical roles and services in consulting.
- Substantial investment in training and higher education has failed to open up this market for African professionals.
- Increased investment along similar lines will not increase African consultants' market success. The paradigm governing the current approach to capacity building in consulting must shift.

² See section 4.3 of Dufour et al. (1995).

- Increasing African participation requires a narrowing of the transaction cost differential that currently exists between African and non-African consultants. In turn, this process will involve reducing the perceived risk/leverage ratio of African professional through more relevant and credible vetted information.³
- More rapid upward mobility by African professionals depends upon a steady rise in perceived leverage and a lowering of perceived risk. This process can best be achieved through a better career path management.⁴

2.4 A Market-Driven Solution

Principal Elements

The proposed intervention aims at reducing the perceived differential in transactions costs between African and non-African professionals in ways consistent with the needs and interests of both clients and consultants. It thereby addresses directly the root cause of the problem, namely the high degree of risk currently associated with African consultants rather than, as has been the case of earlier efforts, focusing on such peripheral activities as compiling a local registry of contracts and consultants; offering courses in the preparation of proposals; and providing office support.

The proposed intervention comprises two financially self supporting and interrelated components, namely *insurance and certification*.

African consultants are currently perceived by potential clients as representing a higher degree of risk than non-Africans. Expatriate consultants are generally perceived as experienced and credible. Large international consulting firms offer good internal *quality assurance* mechanisms to prospective clients. Hence, both as individuals and firms, non-Africans are considered comparatively low risk choices. In contrast, most African professionals lack both the track record and in-house *quality assurance* and are therefore viewed as high risk alternatives.

The proposed intervention tackles this problem directly by means of an *insurance mechanism* that provides small consulting firms and individual professionals wishing to practice in Sub-Saharan Africa the equivalent of the *quality assurance* associated with large multinational consulting firms. The insurance coverage, whose cost would be

³ *The concepts of risk management, leverage and transactions costs are presented in section 2.5 of Dufour et al. (1995).*

⁴ *The conceptual framework and findings concerning the career tracks of African and non-African professionals are contained in sections 2.6, 3.2.3 and 4.3 of Dufour et al. (1995).*

borne by the consulting professional or firm, will guarantee the client *quality of performance*, in terms of adherence to accepted professional practices.

Details of the structure and workings of the insurance component will be determined in the next phase in cooperation with a group of experts from interested insurance companies. However, the Study anticipated the following insurance features:

- Premiums would cover the private insurer's full costs
- The insurer would actuarially determine premiums for specific roles, services and sectors and adjust them according to the individual consultant's expertise and track record.
- Insurance coverage for inexperienced professionals, could depend upon the engagement of a qualified mentor monitoring the project and assuming responsibility for quality assurance.
- Competent consultants will see their premiums drop over time through *no claim* bonuses.
- In the event of serious professional error or omission, as determined by an expeditious, impartial adjudication process, the insurer would either reimburse the client's costs or, as would be more probable, satisfactorily complete the assigned task.

Eligibility for insurance, however, will depend upon *certification*, which would be specific to a given role, service and sector. Its specific features, yet undeveloped the next phase, in cooperation with interested international certification and insurance experts, along the following lines:

- Certification will be aimed at determining individual *insurability* for a given role/service/sector.
- The entire certification process will be financially self-supporting through certification fees.
- The actual process of certification will be entrusted to a qualified, prestigious international institution.

Those involved in the Fact Finding Study mission concurred, on the basis of their past experience, that certification alone cannot enhance the credibility of African consultants. On the other hand, they agreed that certification, backed by a tangible assurance of quality, in the form of insurance, is the most innovative and promising way of giving

African professionals true credibility and advancing their careers, by reducing the perceived differential in transactions costs between themselves and non-Africans.

The chief advantage of combining insurance *and* certification is that it will, for the first time ever, put Africans and non-Africans on a relatively level playing field by providing competent African consulting firms and individual professionals the same type of quality assurance currently enjoyed by certain long established international consulting firms.

Guidelines for Success and Sustainability

The overall aim of the proposed intervention is to create linked insurance and certification mechanisms that are:

- Supported by major donors through:
 - Contributions to start up the insurance syndicate, and
 - Policies (after an initial adjustment period) that recognize certified and insured professionals.
- Endorsed by one or more reputable international insurance companies as a feasible and desirable insurance program that they would be prepared to manage on a commercial basis.
- Endorsed by one or more internationally reputable certification organizations as a feasible and desirable certification program which they would be prepared to administer on a cost recovery basis.
- Welcomed by committed African and non-African professionals working in Sub-Saharan Africa.
- Perceived by other stakeholders such as professional associations, universities and research organizations as a desirable and positive development.
- Allowed to operate freely and legally in Sub-Saharan Africa.
- Welcomed by Sub-Saharan African governments as a novel, desirable contribution to national capacity building.
- Welcomed by business and commercial associations as a positive contribution to capacity building.

At this point, it is envisaged that all of the above objectives could be achieved through a small Sub-Saharan based international secretariat which would *own* the insurance and certification *franchise*, as well as the trademarks and other intellectual properties related to the concept. The secretariat would be responsible for policy formation and would be the sole entity legally empowered to sign *franchising* operating agreements with certification organizations and insurance companies. On the other hand, the international secretariat would avoid all conflicts of interest by staying away from all operational activities, especially those pertaining to courses and other training programs aimed at preparing candidates for certification. The secretariat would however be involved in a number of activities aimed at promoting and explaining the proposed intervention in the area. The proposed structure described above is however only a working proposal to be tested and modified as a result of the suggestions gathered during this phase and the feasibility phase of the project.

Operating Principles

Consistent with the above guidelines, the proposed intervention would adhere to the following operating principles.

- **Be voluntary:** Participation should be voluntary. However, it is anticipated that growing recourse by clients and principal contractors to insured and certified consulting professionals and firms will quickly lead to widespread participation by both Africans and non-Africans.
- **Be gradual:** The intervention will focus initially on a limited number of critical cells where expanded African participation is both attainable and desirable.
- **Be supranational:** By encompassing Sub-Saharan Africa, the intervention would avoid the encroachment of local interests and facilitate international mobility.
- **Be world class:** Since African professionals must compete with expatriates from all over the world, it is essential that they themselves are perceived as world class.
- **Be non-discriminatory:** For similar reasons, it is essential that the intervention be open to participation by non-African as well as African professionals and firms.
- **Be impartial:** Administration of the proposed intervention must be impartial and at arm's length from clients as well as suppliers of consulting services.

- **Be self-financing:** A clear demonstration of the intervention's success will be the self-financing of both insurance and certification, after the initial design and start-up period.

2.5 Initial Stakeholder Reaction

The intervention was developed over the course of meetings with more than 50 respondents representative of the key stakeholders, including donors, clients, independent consultants, officers of consulting associations, representatives of large multinational consulting firms, and university and research based professionals in Kenya, Zimbabwe and South Africa.

The concept was also submitted to several insurance industry experts who have unanimously declared the proposed intervention as conceptually sound and technically feasible.

Initial responses to the proposed intervention have been favourable. African professionals in particular see insurance and certification as impartial mechanisms that, in addition to reducing the risk currently associated with their employment, will maintain and disseminate credible information concerning their performance and track record. The intervention will quickly enhance the credibility and raise the profiles of committed African professionals. Furthermore, the intervention will induce more self-investment in training, since the latter will now be linked to credible certification that, in conjunction with insurance, will lead to upward mobility through expanded access to more senior roles and more demanding services. Finally, the intervention, in promoting more meaningful participation by local professionals, will create opportunities for professionals in African universities and research institutes.

Response to the findings and recommendations of the Fact Finding Study by eight multilateral and bilateral donors has also been very positive.⁵ All of them have assigned high priority to increased participation by African consultants in their development programs and projects. Their stance coincides with similar prioritization at the regional level by the African Capacity Building Foundation and at the international level by the Development Assistance Committee. The proposed intervention is seen as a promising, cost effective response that will simultaneously meet their own aims of strengthening African capacity in a key field and of improving the quality of consulting services for their own development projects. There was also widespread concurrence that the proposed intervention, entailing a coordinated multilateral effort, will raise the effectiveness of other actions targeted toward agency specific needs.

⁵ *Aside from the sponsors (IDRC, CIDA and SIDA), the agencies in question are the IBRD, USAID, GTZ, the European Union, the Ministry of Foreign Affairs (Netherlands), NORAD and the Ministry of Foreign Affairs (Norway).*

Response to date clearly indicate that the great majority of donors and stakeholders have considerable vested interests and strong views on the subject and unanimously wish to be consulted and involved in the development of the proposed solution. This is the primary reason why the proposed approach includes a substantial consultation step.

Section 3: Proposed Work

3.1 Outstanding Issues

As outlined in the previous section, design of the intervention will require detailed examination of various issues of major concern to the principal stakeholders. The following list, by no means comprehensive or complete, sets out the principal issues.

Validation of the transactions cost hypothesis

The pilot study covered three markets and four sectors. Before proceeding with the strategic intervention, further validation of its conclusions regarding the differential in transactions costs between Africans and non-Africans may be desirable through extension of the analysis to other markets and sectors.

Validation of the career path hypothesis

For similar reasons, further analysis may be desirable to corroborate the findings concerning the different career tracks of African and non-African professionals.

The insurance mechanism

Insurance together with certification lies at the heart of the proposed strategic intervention. There are many operational questions that require in-depth analysis.

The certification mechanism

Similarly, in the case of certification, there are many operational issues that warrant in-depth analysis.

Impact on African universities and research institutes

Whilst professionals from universities and research institutes should benefit from the strategic intervention, there are questions concerning how it can best be exploited to their advantage, and in ways, as suggested in the report, that will strengthen the quality of teaching and research.

Private sector

The pilot study reflects the current reality of a *donor driven* market for consulting. Design of the intervention should anticipate a growing demand by the private sector for consulting services.

Potential benefits

Criteria should be developed for assessing the benefits of the intervention for the principal stakeholders including, in addition to donors, consulting firms and professionals both within and outside Africa, as well as African governments and the private sector.

Plan for implementation

Whether in the form of a detailed feasibility study or a pilot project, there is need to set out a plan detailing activities, phasing and costs associated with implementing the intervention.

3.2 Overall Approach and Methodology

The approach to the feasibility reflects two essential concerns:

- Are insurance and certification, as spelled out earlier, doable and affordable?
- Can insurance and certification address satisfactorily the major concerns of the principal stakeholders?

Hence, we propose to extensively consult the key groups of stakeholders, namely insurance, certification, donors and professional consultants.

The outstanding issues will be addressed in two phases:

- Immediate examination of outstanding issues and concerns touching the key assumptions on which the proposed intervention is based.
- Pending a positive outcome of the first phase and the commitment of further resources, detailed feasibility work would proceed to complete the actual feasibility study.

Since the proposed intervention is one with which stakeholder are unlikely to be familiar, carefully structured consultations with individual and small groups, drawing on expertise in the design and marketing of new concepts and innovations, will be an essential feature. This process will itemize in depth the principal issues, questions, and concerns bearing directly on implementation.

In light of the diversity of stakeholders, major divergences in priorities and views can be anticipated. The work plan provides for a second round of meetings with key respondents that will regroup and prioritize the principal issues in order to satisfy the

requirements of the principal stakeholders. To avoid the danger of *design by committee*, the intervention will be specified by the project team, drawing on expertise in insurance and certification.

For each major issue, the project team will develop a detailed framework for analysis. For example, validation of the hypothesis concerning the divergent career paths of African and non-African professionals might entail the selection of matched samples of the two groups (standardized for educational and demographic characteristics); a mapping of their careers (with the method used in the earlier study); and a detailed analysis of comparative trends in professional mobility. A second such example is the impact of the intervention on African universities and national research institutes. The proposed methodology might involve selecting a sample of institutions both with and without an established consulting unit. Their competencies could be mapped using the matrix approach developed for the previous study. The findings would be assessed in relation to the likely potential for certification and insurance for particular role – service – sector combinations.

The information gathered for the purposes of project identification will be used to advise whether the next step should be a full feasibility study or immediate implementation. The decision will depend on whether the likely participants are prepared to proceed with implementation without:

- Further validation of the findings concerning the factors underlying the pattern of African participation.
- Further assessment of prospective benefits.
- Assessment of the likely impact on the private sector.

Regardless of the final decision, this next phase would still involve operationalising the insurance and certification mechanisms. Hence, there may be no innate advantage in restricting implementation at first to either a very limited number of sectors or markets, aside from what would be dictated by an orderly *roll-out* process. Indeed, severely restricting the initial scope of the intervention might make it more difficult to induce a private company to manage the insurance component and might also increase the unit cost of certification. Another consideration is that unambiguous results concerning impact will require several years' operation. From this vantage point, therefore, there may be no cogent reason for denying access to potentially competent African professionals, provided that certification and insurance are gaining a high degree of acceptance and are financially self-supporting.

3.3 Workplan

The workplan comprises on the following specific tasks:

1. Identification of the principal stakeholders that would be involved in or affected by the proposed intervention.
2. Systematic canvassing of the views and concerns of the major stakeholders.
3. Grouping and prioritization of their needs and concerns.
4. Design and costing of feasibility study components.
5. Draft report and follow-up consultation with principal stakeholders.
6. Final report distribution and presentation.

Task One: Consultations with Stakeholders

The first task is to identify and canvass potential stakeholders.

A key priority is to identify the issues pertaining to the operationalization of the insurance and certification mechanisms. Hence, insurance industry experts, both in Europe and North America will be briefed and asked to identify the principal parameters and constraints that should guide design of the intervention. Similarly, experts in consulting, in Europe and North America, will be contacted regarding design of the certification mechanism. In both cases, potential participants in design and implementation of the intervention itself would be identified.

In accordance with their strongly expressed wishes, major stakeholders in Europe, North America and Africa (see examples in Table 1) will then be canvassed to elicit their views, concerns and priorities. In the case of donors, these would include those agencies most likely to provide support for the intervention itself. Similar in-depth discussions would be held with a cross section of consulting firms, professionals and associations in these countries.

With respect to stakeholders in Africa, notably donors; consulting firms, associations and professionals; governments; and associations representing the interests of the private sector, there would be similar meetings in up to four anglophone countries (including at least one in West Africa) and two francophone countries. Finally, on-going feed-back and interactive communication with

stakeholders would be initiated through periodic publication of briefing notes and by E-mail.

Table 1: Stakeholders

Region	Stakeholder Category	Stakeholders
North America	Donors	CIDA, IDRC, USAID, CIDA, UNDP
	Experts	insurance, certification
	Profession	firms, leading professionals, associations
Europe	Donors	SIDA, EU, GTZ, Netherlands, Norway, ODA, France, FINNIDA, Denmark
	Experts	insurance, certification
	Profession	firms, leading professionals, associations
Africa	Donors	AfDB, ACBF, APDF
	Clients	Governments, Private Sector Associations, APDF
	Profession	firms, leading professionals, associations (regional, national), universities, research institutes

Task Two: Grouping and Prioritization of Issues

There will be a systematic compilation, grouping and prioritization of the principal issues, questions and concerns that need to be addressed, either through a feasibility study or as part of the immediate implementation of the intervention itself. These findings will be made available via E-Mail and briefing notes to all stakeholders.

Task Three: Design of Feasibility Study Components

For the prioritised issues and operational components, the team will specify and cost the methodologies that will answer stakeholder concerns.

Task Four: Further Consultations and Revisions

A draft report, detailing issues and corresponding methodologies for in-depth investigation will be issued. There will be selective follow-up meetings and

contacts to resolve any remaining conflicts which might jeopardize the design of an effective intervention.

Task Five: Final Report

The final report will itemize the principal issues that need to be addressed in operationalizing the intervention. It will also detail how a feasibility study would answer them to the satisfaction of the concerned stakeholders, and estimate its cost. Finally, the report will advise on the relative merits of proceeding with the detailed feasibility study or directly to implementation. The report will be presented and discussed at a meeting that might include, in addition to donor agencies, private firms and associations interested in actively participating in the intervention itself.

3.4 The Team

The proposed team will be similar to the one which successfully conducted the earlier study. The IDRC cluster on private sector development in Africa will contribute its knowledge and expertise for the conduct and management of the study. Two external consultants will be used, namely Messrs. J. Fine and J. Rostenne.

3.5 Major Deliverables

The project identification report will include:

- An itemized list of the key stakeholders
- Their grouped and prioritised views, issues and concerns
- Detailed methodologies for addressing these issues and concerns
- A recommended choice on the next task, viz. feasibility study or implementation
- A detailed plan, timeline and budget for each option

3.6 Schedule

The overall duration of the pre-feasibility report preparation phase is expected be eighteen weeks. The commencement date can be set as soon as the financing is in place.

3.7 Budget

The estimated total cost of the pre-feasibility phase is US \$267,275. An itemized budget is set out in Appendix A.

Appendix A — Budget

(US \$)

1.	Consulting Fees (see Note 1)	
	Principal Consultants	240 p.d. @ 550 p.d. \$132,000
	Associate Consultant	40 p.d. @ 300 p.d. \$12,000
	GST (net of rebates)	\$3,275
	Secretary	4 mo. @ 2,400/mo. <u>\$9,600</u>
	Sub-total	\$156,875
2.	Travel (see Note 2)	\$76,325
3.	Document Publication and Dissemination	\$5,000
4.	Communications	\$6,000
5.	Support Services (Admin., Contracts, etc.)	<u>\$23,075</u>
	Total	US \$267,275

Note 1: Consulting Fees

Principal Consultants

Task One: Consultations with Stakeholders	100 person-days (p.d.)
Task Two: Grouping and Prioritization of Issues	25 p.d.
Task Three: Design of Feasibility Study Components	50 p.d.
Task Four: Further Consultations and Revisions	25 p.d.
Task Five: Final Report	40 p.d.

**Note 2: Travel**

Stage	Destination	Air Travel	Subtotal	Per Diem	Sub-total	Total
One	North America	3x1,500	4,500	3x175x5	2,625	7,125
	Europe	2x2,500	5,000	2x200x15	6,000	11,000
	Africa	2x5,000	10,000	2x250x20	10,000	20,000
Two	Europe	2x2,500	5,000	2x200x3	1,200	6,200
Four	North America	1x1,500	1,500	1x175x4	700	2,200
	Europe	1x2,500	2,500	1x200x10	2,000	4,500
	Africa	2x5,000	10,000	2x250x12	6,000	16,000
Five	Europe	3x2,500	7,500	3x200x3	1,800	9,300
Total (US \$)			46,000		30,325	76,325

* including local transport

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 financiera 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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