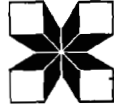


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Social and Economic Equity (SEE)

Annual DPA Report to the Board

Rohinton Medhora - Director

Program and Partnership Branch
October 2001

ACRONYMS

ACIAR	Australian Centre for International Agricultural Research
AfDB	African Development Bank
ASRO	Regional Office for Southeast and East Asia
CIAT	International Center for Tropical Agriculture
CIDA	Canadian International Development Agency
CCIM	Centre's Committee for Information Management
CTL	Closing the Loop
CSPF	Corporate Strategy and Programming Framework
DANIDA	Royal Danish Ministry of Foreign Affairs
DFAIT	Department of Foreign Affairs and International Trade
DFID	Department for International Development
DGIS	Director General for International Cooperation (The Netherlands)
DPA	Director of Program Area
ENRAP	Electronic Networking for Rural Asia/Pacific
ESARO	Regional Office for Eastern and Southern Africa
EU	European Union
FAO	Food and Agriculture Organization
GATS	General Agreement on Trade in Services
HIPC	Heavily Indebted Poor Countries
IFAD	International Fund for Agricultural Development
IWMI	International Water Management Institute
LACRO	Regional Office for Latin America and the Caribbean
MENA	Middle East and North Africa
MERO	Regional Office for the Middle East and North Africa
NORAD	Norwegian Agency for Development Cooperation
OPEC	Organization of the Petroleum Exporting Countries
PBDD	Partnership and Business Development Division
PRSP	Poverty Reduction Strategy Papers
PPB	Program and Partnership Branch
ROSA	Regional Office for South Africa
RUAF	Resource Centre on Urban Agriculture and Forestry
RX	Resource Expansion
SARO	Regional Office for South Asia
SID	Special Initiatives Division
SIDA	Swedish International Development Cooperation Agency
SMC	Senior Management Committee
SMEs	Small and Medium Enterprises
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNF	United Nations Foundation
WARO	Regional Office for Western Africa
WBI	World Bank Institute

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1. Executive Summary

The Program Area. This report describes and assesses the activities of the *Social and Economic Equity* (SEE) program area. Many in number, these activities have the broad goal of strengthening the information and analytical base through which developing countries achieve their economic and social development goals. In achieving this, attention is paid to the interplay between efficiency and equity considerations and the role of institutions in determining the effectiveness of development strategies.

Flexibility, Transition and Expansion. In terms of their program thrust, thematic focus and management, SEE activities are doing well. There are no major areas of concern to report. Inevitably, given the nature of their work, these activities are constantly adapting to external and internal developments. Salient among these are:

The Micro Impacts of Macroeconomic and Adjustment Policies (MIMAP) Program Initiative, our principal program examining the adjustment-poverty set of issues, has seen its investments of the past few years pay off with the participation of many MIMAP researchers in the Poverty Reduction Strategies Paper (PRSP) process in their countries. More generally, this program is re-tooling to move away from analysis of the harsh adjustment policies that characterized the past two decades to no less important second-generation reforms focussed on governance, social sectors and inclusiveness.

The Research on International Tobacco Control (RITC) Secretariat is reaping the benefits of a strengthened internal structure to further develop its unique approach to tobacco control issues, seeing them not just from the public health lens but also from agricultural, economic, environmental and political perspectives. RITC is seen as a major player in tobacco issues as they pertain to developing countries, and is expanding and deepening its circle of financial supporters.

Another Secretariat that is expanding its ambit in a challenging area of operation is the Secretariat for Institutional Support for Economic Research in Africa (SISERA). SISERA has set for itself the goal of nothing less than strengthening the institutional base upon which research and policy on economic issues is conducted in Sub-Saharan Africa. During the past year SISERA has expanded its financial resource base considerably, bringing on board two large donors, and is in the process of adapting to the increase in the scope of its operations.

The Peace Building and Reconstruction (PBR) Program Initiative is dealing with the departure of key staff including its team leader, and a consistently fluid political and security environment in the regions on which it has focussed - Central America, Palestine and Southern Africa. The addition and integration of new staff, and the selection of a new team leader (in early 2002), poses challenges at the purely operational level in the near term. With the participation of key IDRC managers in this process, and the calibre of staff in house and being recruited, there is every reason to be optimistic that this PI will get back on track quickly and continue to work in this important field, where IDRC's comparative advantage, based in part on being an early mover, should not be under-estimated.

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Re-tooling and Transition. There are two salient program developments that should be flagged.

First, the set of projects which were to examine if a dedicated program in the area of livelihoods and employment could be re-constructed will continue as sub-activities of existing Program Initiatives rather than as a discrete program entity. A series of internal events including the departure or re-deployment of key IDRC staff, coupled with concern over the complexity and internal coherence of the issue, has led me to the conclusion that the Centre's scarce human and financial resources are best deployed to strengthen other existing programs and focus on new endeavours.

A principal such example - and second - is work on Governance, Equity and Health (GEH). Under the guidance of the Senior Scientific Advisor for Health and a recently recruited senior staff member specialized in law and governance, this set of projects shows every indication of blossoming into a vital activity. The projects underlying GEH are strong; important links with policy processes in the countries in which they are based are being made; and it dovetails well with other Centre activities. GEH is currently limited to Sub-Saharan Africa. Looking ahead, it is possible to visualize stitching together and developing into a global program parallel work on health and public goods generally in the Latin America region, and some preliminary contacts with groups in China working on rural support systems in health.

Closing the Loop - Dissemination and Impact. By the very nature of the areas in which SEE programs operate, Closing the Loop should be an important factor in the group's thinking and work. It is. Broadly defined, Closing the Loop is about linking our work to key policy processes in developing countries and internationally including and especially in Canada. Although the research-dissemination-policy set of links is not a simple one, section 4 of this report provides an indication of how SEE work is fairing in this area. Investments in research, researchers, institutions and policy processes have resulted in - for example - effective participation in the PRSP process in many countries, in environmental policies in South East Asia, and in discussions within the donor community on peace building issues. The emphasis on effective outreach and impact will continue to be highlighted in SEE activities.

The Future. For SEE to continue to deepen and strengthen its work while at the same time adapt to a constantly changing environment, the trade-off between covering all bases and maintaining program focus needs to be constantly managed. I am confident that this aspect of SEE's work will continue to have prominence as the Program Area evolves, and as its components - most of which pre-date the creation of the Program Area - consolidate and co-operate where necessary. The global reach and effectiveness of SEE programs will be strengthened if its staff complement is enhanced, particularly in Ottawa and in Asia.

1. Program Area Overview

The activities that fall under the *Social and Economic Equity* (SEE) rubric are many in number and wide ranging.

The entry point for work in this program area is best described by the section in the Corporate Strategy and Program Framework 2000-2005 (CSPF) that introduces it. In designing development strategies, a focus on efficiency alone is dangerous as it typically results in the erosion of the social capital that binds societies together. On the other hand, "it is not enough for leaders and decision-makers to adopt explicit policies to reduce inequity. Social and political institutions have to be able to deliver on them" [CSPF para 68].

The broadest possible interpretation of SEE programming is that it is concerned with the economic, social and political aspects of national and multilateral policies. Although the types of countries in which we operate are varied, the over-arching goal is to give a voice to developing countries in key areas of economic and social development.

The countries in which SEE programming operates range from those in conflict and emerging from conflict, to those at various stages of grappling with the economic crises of the past two decades. As the events in Asia three years ago, and more recently, developments in Argentina, have shown, success is fragile even in areas where large segments of the development community thought that immediate crisis was a thing of the past. The challenge for the work of the SEE program area remains to internalize these factors - to work in Guatemala and Mozambique, where social strife and the legacy of the past very much tints all aspects of development policy; in Bangladesh and Tanzania, where debt relief and poverty alleviation policies are being linked in a climate of relative political stability; in Argentina and India, where the policy dialogue is based on so-called second-generation reforms, but where regression is never far off the radar screen.

The analysis itself is concerned with three levels - the household or community level, the national level and the supra-national level - and emphasis is placed on the linkages between these. Another way to consider organizing SEE's work is via institutional or meta analysis, which as a research approach has a well understood analog in almost all the social sciences.

SEE activities cannot avoid being linked to policy developments (a point developed in section 4 of this report), and yet, these have not detracted from the other goals of our work - capacity building and technical merit. In fact, the strength of the sum total of IDRC's work in this program area has been to see these three goals as complementary. As is clear from the more detailed description and analysis in the next section, synergies between the components of the SEE program area (and for that matter, with the other program areas), where they exist, are identified and developed, seldom remaining unexploited for long.

2. Review of Current Activities

The activities described in this section support the four sub-areas identified in the CSPF: Governance, Peace and Reconstruction; Innovations in Managing Public Goods; Managing Economic Globalization; and Supporting Economic Livelihoods. They are organized under the Centre's three delivery modalities: PI, Secretariat and Corporate Project.

2.1 Program Initiatives

2.1.1 The Micro Impacts of Macroeconomic and Adjustment Policies (MIMAP)

The MIMAP program initiative, launched in 1990, assists developing countries to reduce poverty through better macro-level policies and micro-level interventions. The program has led to the development of a network which connects developing country researchers, policy officials, NGOs, and international experts. Through research, training, and dialogue, the MIMAP network aims to better understand the human costs of macroeconomic policies and shocks, and to design improved policies and poverty alleviation programs.

MIMAP is an activity ahead of its time, with its integrated and rigorous approach to poverty and adjustment issues. As such, it has been successful at the national level in many countries and internationally (for example in providing input to the *World Development Report 2000*.)

MIMAP fills an important analytical and development niche only now being recognized by some major international players, and its record in partnerships and resource expansion has been good. MIMAP is the immediate program link for IDRC's exploratory work in Governance, Equity and Health (see sections 3.3.2 and 3.3.3 below).

MIMAP is internally coherent, well run, and has produced a range of outputs targeted at different audiences. Its principal constraint is its staff complement. Until recently, it was the lowest among all PIs, and out of line with any absolute or relative measure of need or performance. During the next year, this will change, with the coming on board of a Program Officer in Ottawa and another in Dakar.

In addition to orienting new team members, the main external challenge MIMAP faces is to continue to be ahead of the curve. Two developments militate for this. First, the immediate policy agenda of the 1980s and 1990s in many developing countries is giving way to a so-called second generation set of reforms. The types of shocks developing countries face remain the same, but more focus is now being placed in the development dialogue on how to deal with these in a more comprehensive framework, and in designing governance and program- or sector-wide solutions (as in health). The analytical and policy challenges that these pose are different from the first generation adjustment debate, which was as much about stabilization during crisis as it was about the longer term process of dealing with constant change.

Second, more and more donor agencies are moving towards linking policy and lending strategies to poverty outcomes, and assigning pre-eminence to domestic “ownership” of the development agenda - in short stealing a page from the MIMAP book.

There is every reason to believe that MIMAP is capable of meeting this challenge. The team is analytically strong, diverse and flexible in its approaches. While cognizant of the work of other players in this area, IDRC’s long experience in this area still gives it an edge in doing credible programming in the adjustment-poverty set of issues. The team has a series of meetings planned this year with its research partners and will meet in Dakar in December to take stock of its programming and strategize for the future.

2.1.2 Peace Building and Reconstruction (PBR)

This PI seeks to contribute to peace building through research on and research for peace building by engaging Southern partners in this rapidly evolving field. The PI’s mission is to support knowledge generation, policy development and research capacity building as tools to assist war-torn countries in their transition to peace and sustainable development. To date, the PI has worked primarily in three regions: Southern Africa, the Middle East and Central America. However, the results of the research it supports have broader applicability.

The PI recognizes that countries emerging from war face multiple and competing challenges all of which would benefit from further research and analysis. However, based on its experiences in Phase I, the PI has decided to focus its attention on three research areas within the broader peace building field: Democratization, Human Security and the Political Economy of Peace Building. These have increasingly been identified as fundamental and necessary dimensions of peace building. They are also the areas in which research (both on and for peace building) promises to make the most important contributions in terms of informing policy, programming and practice, as well contributing to processes of peaceful and democratic transition. Thus, they have been singled out for focussed attention during the PI’s second phase. In addition, over the next four years, the PI has decided to support a few, selected projects which aim at generating critical insights into global challenges of peace.

PBR has been instrumental in developing the new development domain of peace building, and in doing so, in raising the profile of IDRC in this important area. During the past year, the PBR PI has undergone major staff changes, with several departures including that of the team leader. At the same time, it is the nature of the PI’s work that the political context within which it operates is constantly shifting. Important assumptions about the progress of peace talks in the Middle East, in parts of Southern Africa and the Great Lakes region, for example, have changed during the past year. At a more internal level, the closing of IDRC’s Johannesburg office and the departure of the PBR Program Officer (PO) in the transition to consolidating regional operations in Nairobi provides an opportunity for the PI to re-think, in particular, its Sub-Saharan Africa (SSA) strategy. This it is doing with expert outside assistance and the active involvement of the new Director of the Eastern and Southern Africa Regional Office (ESARO).

There were important lessons learned from the experience of the Peace and Conflict Impact Assessment (PCIA) project, an activity designed for donor agencies to possess better tools to plan, review, monitor and evaluate development programming in conflict-prone societies. This activity was developed over many years and formally constituted as an in-house project in 1998. The expectation was that other donors would join IDRC in making this activity viable, and in creating the in-house modality, SMC gave an explicit time-frame of two years. This raised two problems. First, attracting appropriate staff with this degree of uncertainty was difficult, and second, despite the long lead time of development followed by the two-year time-frame, key donors were not prepared to commit funds to make this activity a viable one. Still, the concept is an important one and is being used by several organizations in their analysis of conflict situations. The Canadian International Development Agency (CIDA) and IDRC will likely provide blended funds to the Forum on Early Warning and Early Response, a non-governmental organization based in London, England, to continue the development and implementation of this activity.

So, while the expectation is that the transition to a new team (already well underway with two new Ottawa-based POs already on board, and an active search for staff based in Cairo and Nairobi) will lead to the continued success of the PI, the transition itself will be a challenge that will be carefully managed.

Looking ahead, once the new PBR team and leadership is in place, attention should be turned towards more focussed programming in Asia. After a mixed experience in Cambodia in Phase 1, it is time to look to opportunities in, for example, Sri Lanka and Indonesia.

2.1.3 Trade, Employment and Competitiveness (TEC)

This PI is the principal international economic relations activity of the Centre. It deals with the ever expanding range of issues covered by the multilateral and regional trade agenda, and its implications for national level policy formulation. It also has a smaller but significant focus on international finance, as the links between trade and finance in international economic relations are many and important.

In its second phase, and building on the reviews of this PI leading up to the formulation of the CSPF, TEC focuses on a limited number of modalities that have been shown to be successful, such as cross-country trade networks. TEC currently supports or is developing trade networks that are either region-based or issues-based in the following areas: Central America, COMESA (the Common Market for Eastern and Southern Africa), Latin America, MERCOSUR, South Asia, gender (East Africa), product standards (global), services (sub-Saharan Africa) and competition policy (global).

Three other strategic issues bear mention: [a] the Global Financial Governance Initiative, a forum to bring North and South together on issues related to international finance; [b] commissioning of concept papers on non-traditional issues in the trade arena, to assess where and which ones the

PI can successfully operate in; and [c] working more closely with NGOs who have or wish to develop strong research capacities in trade issues.

Other strategic objectives will continue to be pursued, as they were during Phase I. These include being ready to move into countries likely to emerge from prolonged periods of isolation and repression; using information technologies to disseminate results and create networks of researchers and policy makers more effectively; and informing the Canadian trade and development community with a view to influencing Canadian trade policy.

This PI works with many of the other SEE activities described in this report. The TEC team is strong, though given the ambit of its operations and its performance, the financial and human resources devoted to it are low. The team operates under an established framework and near-term pipeline, and the new Team Leader, now in place for almost a year, is providing strong substantive leadership to the group. The principal challenges to the PI remain external (meaning the ever changing trade and finance agenda), though to date the PI has handled these well.

2.2 Secretariats

2.2.1 Economy and Environment Program for South East Asia (EEPSEA)

The Economy and Environment Program for South East Asia was established in May 1993 to support training and research in environmental and resource economics. Its goal is to strengthen local capacity for the economic analysis of environmental problems so that researchers can provide sound advice to policymakers. The program uses a networking approach to provide not only financial support but meetings, resource persons, access to literature, publication outlets, and opportunities for comparative research across its ten member countries. These are Thailand, Malaysia, Indonesia, the Philippines, Vietnam, Cambodia, Lao PDR, China, Papua New Guinea and Sri Lanka.

EEPSEA's structure consists of a Sponsors Group (SG), comprising all donors contributing at least USD 100,000 per year; an Advisory Committee of senior scholars and policy makers; and a small Secretariat in Singapore and the Philippines.

Typically, researchers learn about EEPSEA by various means and apply for a research or training award. Most applicants attend one of EEPSEA's courses before or in conjunction with their research project. Budget ceilings for research projects are USD 15,000-22,000, depending on the country, exclusive of a small honorarium. Researchers may be affiliated with a university, government or non-government organization and grants are normally made to that institution. Most projects are carried out by multi-disciplinary team or researchers. To date, EEPSEA has provided training to some 250 people and supported more than 100 research projects.

Current challenges are: first, to provide additional support to countries with relatively little research capacity (like Cambodia and Lao PDR) so that they can participate more fully in the

regional network; and second, to extend its roots in other member countries through national associations, publications in local languages, contacts with the local media and the like. Important to this extension work will be an innovation suggested in the 2000 external evaluation: the appointment of part-time Country Associates in selected member countries. One has already been appointed in Vietnam. In addition, many of the biannual workshops now take place outside Singapore.

EEPSEA remains one of IDRC's most successful activities in all respects - capacity building, policy and development relevance of outputs, resource expansion, internal governance. At the IDRC Board meeting where its funding was renewed, the sense seemed to be that IDRC should be doing more work that has demonstrated to have been successful, and EEPSEA was the point of reference. Contacts have been established between EEPSEA and Peru-CIES (see section 3.3.5 below) to bring a more explicit focus on an environment sub-theme in the latter.

2.2.2 Research on International Tobacco Control (RITC)

RITC (formerly known as the International Tobacco Initiative) was launched in October 1994 at the 9th World Conference on Tobacco or Health. RITC was created in response to the need for a coordinated and enhanced effort to support policy-relevant research to minimize the negative development effects of tobacco production and consumption. IDRC was the first international development agency to put tobacco control in the South on its agenda - not simply from the traditional health perspective - but as an integrated approach combining health, economic, social, and environmental research and policies. RITC's current objectives are to catalyse financial, intellectual and technical support for tobacco control research in less developed countries; to provide technical and financial support for policy-relevant tobacco control research; to strengthen individual and institutional capacity for tobacco control research in developing countries; and to advocate for research activities related to the production and consumption of tobacco in developing countries.

RITC's strong research orientation and its integration of health, gender, economic, social and environmental research and policy issues to address the problem of tobacco production and consumption, mirrors IDRC's own approach to program delivery. RITC has close links with other IDRC programs. IDRC program officers were active in the monitoring of ongoing projects in South Africa, India and China. A project on *Tobacco Growing and Ecosystem Effects in Brazil* is managed by the Ecosystem Approaches to Human Health (Eco-Health) program initiative. The Trade, Employment and Competitiveness program initiative provided funding for the publication and wide dissemination of two books on tobacco, trade and legislation in Thailand. An intern in IDRC's Montevideo office is working on tobacco control research issues in that region. RITC is a participant in the Partnership for Global Health Equity that is coordinated through IDRC and external partners. RITC is unique among secretariats in that the membership of its Technical Advisory Committee is comprised almost exclusively of program officers from IDRC.

In the past 18 months, RITC has consolidated its staffing and re-visited its function and operational structures and there is clearly a sense of re-invigoration in the work of the Secretariat. The Technical Advisory Committee's membership has been streamlined to comprise members capable of providing rigorous and active inputs to RITC projects. Review of projects by external advisors is sought where additional expertise is required. A strategic planning process involved wide consultation within and outside IDRC, and has resulted in a delineation of four research priorities: health and social implications of tobacco use; the economics of tobacco; legislative and policy analysis; and tobacco farming and alternative livelihoods.

In addition to IDRC, RITC supporters are CIDA, Health Canada and the Swedish International Development Agency (SIDA). While continued funding will be sought from all of these agencies, RITC is also engaged in expanding its partnership circle. CIDA and Health Canada have both increased their funding commitment to RITC for the current fiscal year.

At least one lesson from the RITC experience to date is that IDRC cannot initiate ambitious activities such as this and then devote inadequate resources (such as a part-time Executive Director) to it. In short, while much of the current success of RITC is due to past investments in projects, capacities and strategic vision, it is also the case that these were necessary but not sufficient conditions for RITC's long term credibility and viability. The elements for the balance of that equation are now in place.

2.2.3 Secretariat for Institutional Support in Economic Research in Africa (SISERA)

SISERA was created in July 1997 to provide technical and financial support for African economic research institutions. The SISERA program delivery strategy is based on three main components. First, SISERA provides financial support for a limited number of African research institutions in their effort to build institutional capacity (core and seed grants), to undertake collaborative thematic research projects (creation of sub-regional research networks) and to be further integrated in the international research community (support for connectivity and sabbaticals). Second, SISERA provides technical support, especially in the area of managerial capacity in terms of improvements on accounting, administrative and governance procedures, as well as in the preparation of proposals for institutional support. Third, SISERA seeks to increase the capacity of African centres to break their relative isolation and actively network among themselves and with the rest of the world.

The work of SISERA complements well the more targeted project support that other IDRC activities provide in the region for economic and social analysis. SISERA has collaborated with the MIMAP PI in work in Senegal and in undertaking a program of training of African researchers on poverty analysis, in collaboration with the World Bank Institute.

After four years of operation SISERA has reached a level of maturity and sustainability that suggests that it is past the establishment and growth stage. Crucially, large - and difficult - donors have been brought on board to provide multi-year funding. In addition to IDRC, the list

of SISERA supporters includes the Dutch (Director General for International Cooperation, DGIS), European Union (EU), United States Agency for International Development (USAID) and World Bank Institute (WBI). There is every likelihood that the African Development Bank will come on board shortly. SISERA's operational modalities, as described above, are now well established. The current composition of the Steering Committee provides an adequate level of support and oversight to the operation of the secretariat, which is in the process of a small expansion to better manage the recently increased scale of operations.

In the Program of Work and Budget submitted to the IDRC Board by Programs and Partnership Branch management this year, SISERA is identified as a prime candidate for devolution from IDRC in the medium term. This is in keeping with IDRC's philosophy of devolving entities so that their ownership is truly local and collective, and because of the expressed views of at least two donors (DGIS and the EU) that they would rather support an African entity than a "Canadian" one.

The SISERA Steering Committee has accepted this proposition in principle, and is in the early stages of a strategic planning exercise for the next few years of SISERA's operations. A retreat is planned for late 2001, after which the medium term direction of SISERA will become clearer.

That said, the challenges - of working with many donors, of working in SSA, with institutions that function in weak political and economic environments - are many. While there is reason to be satisfied with the progress of SISERA to date and to be optimistic about its medium term viability, the job that awaits SISERA's management and governing group remains a complex one.

2.3 Corporate Projects

2.3.1 Small and Medium Enterprises and Employment: Small, Medium and Micro Enterprise Policy Development Project (SMEPOL) and the Sustainable Employment and Livelihoods (SEL) Pilots

This set of activities is the consequence of IDRC's long standing programming on small and medium enterprises and employment issues, and is the most immediate of SEE activities linked to the CSPF's identification of Supporting Economic Livelihoods as a sub-program of the SEE program area.

In the context of the Small, Medium and Micro Enterprise and Technology (SMMEIT)/SEL program, CIDA funded in 2000 a 4-year CAD 6m activity with IDRC to support Egypt's Ministry of Economy and Foreign Trade in the development of policies, legislation and regulations supporting micro, small and medium-sized enterprises. This project (Small, Medium and Micro Enterprise Policy Development Project, SMEPOL) is now fully staffed, and is patterned in part on the Trade and Industrial Policy Strategies project model of providing arms length inputs into the work of a government department. It is early to assess outputs let alone

outcomes. Preliminary indications are that while the extent of the employment problem makes Egypt an ideal country in which to work, the challenges of working with one of the world's canniest bureaucracies should not be under-estimated.

The SEL pilots seek to address ways of improving the enabling environment for employment-generating businesses. A set of pilot projects are being undertaken to determine how best to do future programming of the Centre in this area. In keeping with the Centre's regional priorities as expressed in the CSPF, the overall development problem to be addressed in the pilot projects is the creation of employment in Africa and the Middle East through small business. These pilots are built around three themes: value chain analysis, the potential of e-commerce to increase productivity, and the enabling environment for employment-generating businesses. The pilot phase addresses the issues the Board raised at its October 2000 meeting, in particular its difficulty with key aspects of what was being proposed in the SEL prospectus. Governors' concerns centred on the following points: [1] work in the area of employment and enterprise is fraught with data problems, compounded when distinctions between "small" and "medium", "formal" and "informal", "enterprise" and "survival" are blurry; [2] a focus on value chain analysis risks missing important aspects of the employment-competitiveness-distribution nexus of issues; and [3] the need to identify the "client" for SEL research.

The SEL pilots labour under two sorts of pressures. First, the reaction of the Board and in SMC to the substance of the work (and indeed to that of the preceding SMMEIT and SEL phases) indicates serious reservations about how IDRC has gone about programming in this area.

Second, staff changes associated with the closing of ROSA and creation of ESARO, coupled with the redeployment of key Ottawa-based staff with expertise in this area, has made an already thin team thinner.

A dedicated program to find strategies to raise employment is likely not the way forward here. This topic forms a part of the program ambit of at least three existing PIs - Acacia, Sustainable Uses of Biodiversity (SUB) and TEC. SMEPOL will continue (not unlike CIES-Peru, see 3.3.5 below) to be a large flagship activity, self-standing but linked to the work of one or more of our PIs. Whether or not Acacia chooses to work on e-commerce issues depends on the PI's deliberations, and these would be informed by the progress of the e-commerce component of the SEL pilots. One of SUB's goals is to link the use of biodiversity (for example, medicinal plants and herbs) to communities' livelihoods. TEC, through work on labour standards, the determinants of competitiveness and social marketing, deals with a portion of the policy environment within which SMEs (Small and Medium Enterprises) operate.

It should be recognized that this amounts to less than what Centre management envisaged when the CSPF was developed two years ago. But the substance and modalities of what will be pursued in this area are no less important. The existence of SMEPOL coupled with the integration of the SEL pilots into Acacia, SUB and TEC offers a way forward that is substantively appropriate and organizationally efficient.

2.3.2 Governance, Equity and Health

The Centre's CSPF for 2000-2005 identifies governance and innovations in the management of public goods as important research issues within the SEE Program Area. In March 2001, the Board approved an exploration in this area, focussed on sub-Saharan Africa.

This program assists our Southern partners in addressing three fundamental and interrelated requirements for sustained development. The first is the need to improve health care using the very limited resources available in Sub-Saharan Africa. The second is the essential role of accountability and citizen participation in building a viable society. The third, linking the other two, is the need to bring relevant experience into the policy process so that public and private sector managers are able to take decisions based on evidence in responding to the needs of their constituents.

A set of activities building on past IDRC programming in this area is being moulded into an exploration that seeks to answer the following questions: What are realistic expectations of the "new" ministries of health? How, in practice, does the implementation of policy through delivery of health services shape relationships among citizens, and between citizens and the state? How can evidence be integrated into the policy processes? What research has been done that could have influenced policy, but did not? What might have been done differently? What institutions should be developed for training, exchanging methodologies and sharing experiences?

A new Dakar-based PO specialized in governance and public policy has been engaged to work on this program which is lead by the Senior Scientific Advisor-Health. Close links are envisaged between the development of this activity and the work of the MIMAP PI, notably through the Macroeconomic and Adjustment Policies and Health (MAP-Health) network. A key element of GEH will be TEHIP, the Tanzania Essential Health Interventions Project. But TEHIP, for now, warrants separate treatment (just below) because of its size and established history as a self-standing project at IDRC.

Future developments in this area include the delivery of public goods activity in Latin America (see 3.3.4 below) and - further afield - the possibility of working with the Ford Foundation on rural support systems in health in China. In short, this is a promising area of programming for IDRC. The development imperative and internal coherence exist; the staff complement and the projects with which they work are strong; as an exploration, the activity has adequate financial resources; and there is potential to make this work global, over time.

2.3.3 Tanzania Essential Health Interventions Project (TEHIP)

TEHIP is likely to be a key component of the development of GEH. However, it is a large self-standing activity that merits separate mention until such time as the larger program in this area is more clearly formulated.

TEHIP undertakes demographic surveillance more or less continuously of a sample population of about 170K individuals in 2 districts, with a view to assessing the causes of mortality and reorienting local interventions to their most effective purpose. The data is detailed and there is convincing evidence that interventions have indeed shifted as a result of the work of this project. The TEHIP model has been accepted by the national authorities for replication in all districts in the country.

TEHIP is in the process of organizing a consultation on its future programming and resource expansion strategy. The past year has seen an increase in contacts between TEHIP and other IDRC activities, notably MIMAP and the nascent GEH. A clearer picture of the extent and nature of the integration between these three will only emerge in my next report.

2.3.4 Public Goods Delivery (INDES)

This project caps the activities of the Assessment of Social Policy Reforms PI, by translating the research results of many of its projects into “best practice studies” and “teaching cases.” This will be done by providing inputs to national governments and the International Financial Institutions (IFIs) on the design and implementation of education, health, poverty alleviation and social security policies. The project is being executed by the Inter-American Institute for Social Development (INDES) of the Inter-American Development Bank.

This activity is a classic “closing the loop” activity, and also has the potential to inform programming on service delivery/governance in the region (indeed elsewhere), should the decision be taken by the Centre to extend its exploration on Governance, Equity and Health outside SSA.

2.3.5 Peru Consortium

The Peru Consortium for Economic and Social Research (CIES) seeks to contribute to Peru’s development by raising the level of national debate on key options for economic and social policy. It succeeds the Peru Consortium for Economic Research (PERC), which was initiated in 1989. CIES has effectively channelled funds to research centres in a competitive way, and is increasingly recognized as a convener of plural debate among policy-makers and civil society.

Since its inception in 1999, its membership has grown from five to 28 members, including research centres, NGOs, and public and private sector institutions. IDRC and the Canadian International Development Agency have supported CIES and PERC from the outset.

CIES priority research themes include: poverty and quality of life; employment and social policy; macroeconomic stability; structural reforms, investment and growth; decentralization and the State; gender and youth; and the environment and natural resources. In addition to its research programs, CIES organizes training courses; convenes dialogue on research results and policy issues; publishes newsletters, books and working papers; and undertakes fundraising to

support the institutional development and sustainability of CIES and its members.

Recent initiatives include:

- Developing an initiative to implement a local Poverty Monitoring System in Peru, in collaboration with the Peruvian public sector, IDRC (MIMAP) and international partners.
- Developing a research and training program on “Human Resources for Local Governments.” The goal is to undertake a training needs assessment, identify "best practices" and support short term training and exchange programs among municipalities. CIES is actively seeking partners and support for this initiative.
- Implementing a research and training program on environmental and resource economics and forest management in Amazonia, with a grant from MacArthur Foundation. This project will involve researchers from Peru, Ecuador, and Bolivia in collaborative research and up-grade the skills of professors through short courses.

CIES has raised some USD 1.2 m from seven different sources since 1999. It has a strong comparative advantage for organizing research programs, and for linking research to policy in the new political context in Peru.

2.3.6 African Economic Research Consortium (AERC)

The AERC is an IDRC creation. It has been consistently recognized by internal and external observers and evaluations alike as a very successful example of capacity building and networking in SSA. The AERC has responded well to the changing economic landscape on the continent both in terms of program operating areas and delivery modalities. As such, the work of the AERC is very relevant to IDRC priorities and approaches. The work of the AERC straddles that of two PIs - MIMAP and TEC - and one Secretariat - SISERA.

The AERC is governed by a management team which receives scientific advice from an Advisory Group and overall guidance from a Board of Directors. The AERC is likely to continue the trend of moving away from short term and macroeconomic/trade concerns to more microeconomic and institutional approaches to economic policy research, with a greater focus on poverty and social development issues than was the case in the past. The Collaborative MA program that brings together a number of African universities will expand to include even more universities, and consideration is being given to a regional PhD program. Increased focus is also being placed on strengthening links to policy, using the by now large network of alumnus and AERC partners who have reached positions of prominence at home and in international organizations, and to dissemination and networking making use of information and communications technologies. Although IDRC is now a small donor relative to some others, it is still an important one for several reasons - the IDRC roots, mentioned above; the human resource connections that we bring to AERC via membership on the Board and links with IDRC program

staff; and the signal of support for the approach to capacity building, often not a high priority for other donors.

2.3.7 Asian Development Research Forum (ADRF)

The idea of forming the Asian Development Research Forum was initiated by IDRC. An initial group of 35 researchers, research managers, decision makers and representatives of funding agencies first met in Bangkok, September 26-27, 1997, with the Thailand Research Fund as host.

The first meeting established ADRF's basic purpose of addressing the key challenges of sustained development in Asia and that the Forum be developed as a network of researchers that will experiment with three broad objectives:

- to produce and propagate policy innovations for sustainable growth and development in Asia;
- to generate greater collaboration and impact for policy-relevant research efforts of common interest in the region; and
- thematically, to focus on the balancing of social, economic and environmental imperatives.

The ADRF has convened four times, most recently in Singapore in June 2001, and now comprises three working groups which examine: Ageing Populations; Economic and Financial Governance; and Conflict Resolution. The emphasis is on synthesizing existing research, focussing it to address an issue rather than critiquing its technical merits, identifying gaps in knowledge and supporting work that fills these gaps. As an example, the Working Group on Aging is capping a number of discussions during the past three years by considering publishing a set of studies on national policy and long term care. WG members are the best emissaries of the research in their respective national environments, and more creative forms of dissemination exploiting the web are also being considered.

A Sponsors Group comprising the Thailand Research Fund, Research Institute of Development Assistance of the OECF (Overseas Economic Cooperation Fund, Japan), CIDA, IDRC and MacArthur Foundation exists. The stewardship of ADRF is shifting to the Thailand Research Fund. ADRF is trying to develop a business model whereby a small number of bilaterals and foundations support ADRF regional research projects while specific country studies and seminars are funded by Asian national research managers.

The ADRF Secretariat itself is of necessity light, with only one full time staff member (based in the Centre's Singapore office). All other members have very many other commitments, and the fact that ADRF has proceeded to its current point is a mark of the usefulness they see in this mechanism - and of the high regard for IDRC's initiatives in this region.

Although not its primary aim, ADRF is a potentially important resource for IDRC programming. Key MIMAP team members are also ADRF Steering Committee members and it is possible that ADRF's Conflict Resolution group may serve as a link should the PBR PI decide to expand its

work more explicitly in Asia. ADRF has also played a role as a source of and sounding board for IDRC discussions, on CSPF and other regional reporting.

With far less and uncertain resources than other research networks in the region, it provides an opportunity for a small number of senior Asian policy researchers to meet and to design continuing joint work around a few strategic long term themes. Future Centre support depends on ADRF management accelerating efforts to these ends.

3. Corporate Learning - Closing the Loop

The Centre's work, and SEE activities in particular, attempt to achieve three objectives - to build capacity to analyze key socio-economic development issues, to produce technically sound research, and to make it policy relevant. CTL is focussed on the last of these three, though it is also our experience that the three are not conflicting objectives and so should not be each addressed in isolation.

A list of all the CTL activities in SEE would be a long one, and would include:

- the integration of MIMAP's poverty profiles in the Government of Nepal's work on decentralization and district empowerment;
- the input of MIMAP researchers in several countries in their countries' PRSP;
- input of MIMAP work in the *World Development Report* on poverty;
- the role of RITC-supported research in developing tobacco control legislation in Turkey and South Africa;
- the high degree of interest and some uptake by donor agencies in PBR's Peace and Conflict Impact Assessment methodology;
- the almost definitional link with public policy in the work of TIPS and SMEPOL;
- the role that TEC work has played in informing national negotiating positions on trade in services in SSA, on other WTO issues in Latin America, and on international finance issues in the G24;
- the observation of an evaluation of the AERC that its outputs are considered "must reading" by staff in the IFIs;
- the direct policy impacts of EEPSEA-supported work on clay pit mining in Sri Lanka, livestock waste management in Laguna province in the Philippines among other examples; and

- the role of TEHIP in making public health interventions at the decentralized level more effective in Tanzania.

In SEE, the CTL process - actual examples as well as assessments of the research-policy nexus of issues, has been well documented. See, for example, the brochures on impact produced by EEPSEA and MIMAP; the 1997 and 2000 external evaluations of the AERC; any TIPS annual report and the TIPS evaluation; the MIMAP and TEC external evaluations; and the paper on the role of research in trade policies, by Susan Joeques and Rohinton Medhora.

Lessons do emerge from our collective experience to date, and it is understood that the DPA will work with the relevant colleagues on this matter. The first lesson has already been mentioned at the start of this section. Policy relevance is not antithetical to either capacity building or technical merit. Rather, the experience of EEPSEA and the AERC suggests that the three go hand in hand. This may be for two reasons. The first is that in environments where technocrats are dominant or the research and policy communities have good linkages, rigorous research and well designed research structures can, with a small but no less important marginal cost, be made to be policy effective. Second, if a capacity building program is well designed and well regarded, then over time, its goodwill spreads and pays off, as alumnus reach positions of responsibility in their careers.

Another lesson follows from the first. Policy effectiveness cannot be assumed to happen just because a project is good in some respects. The nature of the investment needed to close the loop effectively differs by project, but in essence includes a conscious regard for policy issues right from the issue identification phase, through to project design, choice of institution and nature of dissemination.

Sometimes it pays to be ahead of the curve. The Director of the Trade and Industrial Policy Strategies project in South Africa provides the example of IDRC's trade in services work in his country. At the time that TIPS began work in this area, there was little interest in official circles in it. As this area took on prominence in the country's trade negotiations, supply found its own demand. PCIA seems to be following a similar pattern. Similarly, CIES in Peru is poised to close the loop effectively so that the years of investment by IDRC and CIDA "pay off" as the political environment in that country has changed radically.

The past lack of success in CTL in much of our past social policy and SME work underlines the points above. We hope that the GEH program will learn from the successes and the challenges in bringing a strong governance and social policy perspective to bear on the contemporary mainstream policy debate on issues such as PRSPs and decentralization.

4. Conclusion - The Way Forward

In this section I outline the synergies within SEE activities and with the other program areas, identify broad trends in the environment within which SEE programs operate, and provide an

update on the human resource dimensions of SEE's work.

Two points bear repeating from last year's report. First, since the activities described above have different antecedents, exigencies and goals, care should be taken in determining a common stem for SEE work. At the same time, synergies, where they exist, should be exploited to their fullest. This is now happening, not just within SEE but indeed across program areas: TEC and SUB are collaborating on intellectual property and genetic resource policy research; MIMAP and ICT4D are co-operating to organize a meeting of poverty and connectivity activists to build a common agenda for the future; telehealth, the CG Centres, medicinal plants - the list of topics that provide fertile common ground is long.

Second, at present there is a greater risk of being spread too thin than in missing out on a key development issue. My goal is to have a less scattered, deeper program area. Still, SEE programming continues to progress within a changing development policy environment. The broad trends here include:

- a changing role of the state as governments recognize the inadequacy of past responses to governance and human security concerns;
- a move in many countries away from the structural adjustment agenda of the 1970s and 1980s to an environment of "second generation reforms" including post-debt relief;
- a continued focus on governance in the context of liberalization - role of state issues as above but also what one colleague terms the "democratization of corruption";
- lingering uncertainty in key countries - the re-emergence of macro-economic crisis in Latin America, the question marks over the resilience of China's institutions to accelerated change, the fitful nature of peace processes in strategically important regions; indeed, trends in the global economy and dialogue dominated by the G7 countries;
- perhaps above all, to link these and other developments to locally credible and effective poverty alleviation strategies.

The challenge for the SEE program area is to deal with these and other issues as they emerge without seeming to chase headlines, a balance that to date has for the most part been achieved.

Increasing depth is important across the board, especially when it comes to human resources. The SEE program area is unique in that it has no representation in either of our Asia offices. MIMAP has a strong Asia portfolio; TEC is expanding in the region; and there is no reason why PBR should not do so as well. At present, MIMAP has good coverage of Asia from a part time project officer based in Hanoi, and Asia specialists in London and (soon) Ottawa. TEC and PBR are more constrained. Serious thought should be given to expanding a SEE presence in the region itself.

By the nature of their work, all three SEE PIs have a heavy demand on the time of their staff in Ottawa. PBR has a strong Ottawa complement. MIMAP and TEC do not. The TL of TEC has no substantive back up in Ottawa. A PO with a finance and/or international relations background

would serve as a resource to several global projects, “close the Ottawa loop” and provide support to the TL for many corporate and official duties.

In principle, all three PIs are global. This is as it should be. The issues these PIs deal with are not region-specific, though the manner in which they may be tackled can be and is nuanced everywhere. In practice, human resource and financial constraints prevent them from having a truly global reach. In addition to the very practical need to provide the human and financial resource base for these activities to widen and deepen their operations, they continually adapt to a changing development policy environment. The success of SEE programming lies in strengthening in each of these areas.

Micro Impacts of Macroeconomic and Adjustment Policies (MIMAP)

Team Leader Randy Spence	Approved Budget 2001-2002: \$3,500,000	Full-time Equivalents: 3.60
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Type	Name	Discipline	Time allocated	Location
Team Leader	Randy Spence	Economics	80%	Ottawa
Program Officer	Luc Savard	Economics	70%	Ottawa
Research Officer	Martha Melesse	BusAdmin/Int.Dev't Coop.	70%	Ottawa
Program Officer	Moussa Samb	Law/Political Science	70%	WARO
Program Officer	Njuguna Ndung'u*	Economics	(20%)	ESARO
Program Officer	Anyck Dauphin**	Economics	70%	Ottawa

*N. Ndung'u is temporarily on loan to PBR until it fills its vacant position in ESARO.

**A. Dauphin will join MIMAP in January 2002.

Project Profile: Gender Policy Network (Phase II)

IDRC Funding: CAD\$489,104 for 3 years

Responsible Officer: Randy Spence

The Gender Policy Network in South and South East Asia has been operating from October 1998. At the time of conception, the GPN was designed to initiate some co-ordinated research activity in the region on the gender differentiated impact of Macro Economic Policy reforms. During Phase I of the Project, national level data on various gender indicators were collated and analysed in five countries of South Asia and household surveys were carried out in four of these countries in the households of women workers in Export Processing Zones and Export Oriented Units. Other studies carried out within the Regional component were as follows :

- (i) a survey of models of household decision-making behaviour; essential to understanding the gender dimensions of poverty;
- (ii) a general equilibrium model using gender disaggregated data, and providing a full picture of women's work inside and outside of the household
- (iii) a study of the employment potential of women in export oriented sectors;
- (iv) a background document on gender-related stress, anxiety and violence, and
- (v) a study on the status of women in Kerala.

The second phase, just now commencing, takes forward many of the initiatives that have emerged from this research, and explores some new ones.

- Carrying forward the task of tracing the micro impact of macro adjustment policies, household surveys will be conducted in other kinds of households which have been directly impacted, positively and negatively, by structural adjustment programs.
- Some of the research results in Phase I suggest that there is a lot to say in favour of gender monitoring simultaneously with monitoring of poverty. This will be done on a pilot basis in the context of poverty monitoring exercises being carried out under the MIMAP programme in some of the countries of the region, both for national poverty monitoring (in Pakistan and Nepal), and for community-based monitoring (Vietnam and Philippines).
- The strong evidence of higher levels of mental stress among women, and violence against women, that came out from the data collected in the first phase of the project points to the need for carrying further the analysis of 'non-conventional' indicators of gender bias. This will be done in countries with high levels of gender development index; Kerala, India and Sri Lanka.
- The urgency for better modelling efforts for analysis of gender issues has been apparent from the survey of existing gender models that was carried out in the first phase. In the second phase, a general equilibrium model incorporating the domestic sector and a leisure sector will be developed to analyse the impact of trade liberalisation on women's employment opportunities in Bangladesh. And intra-household analysis will focus on the gender differentiated impact of economic policy changes in India.
- A policy paper on the impact of potential job opportunities in the IT sector for women from poor households will also be prepared.

The Gender Planning Network will also reach out to assist the newer MIMAP countries in West Africa.

Peacebuilding and Reconstruction (PBR)

Team Leader TBD	Approved Budget 2001-2002: \$4,000,000	Full-time Equivalents: 5.60
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Type	Name	Discipline	Time allocated	Location
Program Officer	Stephen Baranyi	Political Science	70%	Ottawa
Program Officer	Colleen Duggan	Int'l HR, Law, Dev't	100%	Ottawa
Program Officer	Gerd Schoenwalder	Political Science	100%	Ottawa
Program Officer	Njuguna Ndung'u*	Economics	20%	ESARO
Program Officer	Vacant		70%	ESARO
Project Officer	Vacant		100%	MERO
Research Officer	Vacant**		100%	Ottawa

* N. Ndung'u is temporarily on loan from MIMAP until the vacant position in ESARO has been filled.

** S. Reichrath is temporarily filling this position until a competition is held in November.

Project Profile: Integration of a Gender Focus in Security and Peacebuilding Studies

IDRC Funding: CAD\$55,700

Responsible Officer: Colleen Duggan

There is a growing consensus in the peacebuilding literature that both armed conflict and peacebuilding are gendered phenomena; they impact on and are affected by women and men differently. Yet the extensive literature on peacebuilding in Central America has to date been largely gender blind. Several Central American research institutions have recognized a need for incorporating a gender perspective in their research, but have found it difficult to identify the resources to implement their intent.

This project is designed to be one step toward meeting this need. It provides support to the *Fundación Género y Sociedad (GESO)* to allow them to elaborate a compendium of tools relevant to research projects in the area of human security in Central America and the Caribbean. These tools will be a resource for research centres in Central America and beyond on how to mainstream gender in research projects in the area of security studies.

These tools are important contributions to the field, in and of themselves. In addition, half-way through its life-span, the work of this project is already enhancing other research supported by PBR PI. GESO researchers acted as presenters at the Gender and Security workshop for the FLACSO

(Facultad Latinoamericana de Ciencias Sociales) project **Security and Defense Policy in Guatemala**. The purpose of this was to establish a research agenda on the intersection of gender and security issues, and to sensitize researchers working in the area of security sector reform. Through another workshop, GESO researchers were integral to assisting the development of a gender-sensitive design of a major regional research initiative of the CRIES network, **Reforming the Treaty of Democratic Security in Central America**. GESO researchers will follow up on this initial role by also participating in the methodological workshop for the project, and will act as members of the evaluation committee.

These examples of the benefits of this project, even prior to its completion, are instructive. In both of the cases above, introductions and suggestions for collaboration were facilitated by IDRC, illustrating the important linkages and cross-fertilization that can be fostered by IDRC.

Trade, Employment and Competitiveness (TEC)

Team Leader Susan Joekes	Approved Budget 2001-2002: \$4,000,000	Full-time Equivalents: 4.30
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Type	Name	Discipline	Time allocated	Location
Team Leader	Susan Joekes	Socio-economics	100%	Ottawa
Program Officer	Njuguna Ndung'u	Economics	80%	ESARO
Research Officer	Gerett Rusnak	Economics/Dev't Studies	50%	Ottawa
Program Officer	Andres Rius	Economics	80%	LACRO
Program Officer	El Wathig Kameir	Sociology	50%	MERO
Program Officer	Luc Savard	Economics	20%	WARO
Program Officer	Anyck Dauphin*	Economics	30%	Ottawa
Program Officer	Randy Spence	Economics	20%	Ottawa

*A. Dauphin will join TEC in January 2002.

Project Profile: The Global Financial Governance Initiative

IDRC Funding: CAD\$748,272

Responsible Officers: Randy Spence, Rohinton Medhora, Susan Joekes and Andres Rius

The financial crises of the late 1990s triggered serious criticism of the intellectual and institutional underpinnings of arrangements to deal with such events, and of the global financial system more broadly. The debate which ensued presented an unusually receptive climate for reform. DRC responded to this opportunity by launching the Global Financial Governance Initiative (GFGI). The project brings together a small number of highly-respected researchers and policy officials from North and South, with a view to effecting progressive change leading to a more stable and equitable global financial system.

GFGI entails a process of analysis and dialogue, structured around periodic informal meetings. It comprises three working groups (WG). WG1 focuses on short-term issues involved in the causes of, and responses to, financial crises. WG2 considers longer term development finance issues, including debt relief and IFI conditionality. WG3 addresses the governance of the international financial institutions (IFIs) themselves.

Although it is too early to evaluate the success of the project overall, representation and the quality of discussion at the meetings have been at the highest level which encourages us to believe that the project will succeed in its objectives. The working groups are engaging policy-makers, analysts, and

critics from Southern and Northern capitals, as well as from the IFIs. Their sessions are scheduled to take advantage of key international meetings, so as to engage prominent policy-makers. All three working groups are producing a series of research papers that assemble the knowledge base for dialogue. Websites are being developed, and the project's public outreach activities are resulting in the publication of articles in the international press.

GFGI is an example of the responsiveness of the TEC PI to changes in the international economic relations climate following the financial and economic crises of the late 1990s, which demonstrated the importance of greater financial stability to human welfare, trade and the global economic system as a whole. FGI is based on an innovative project design that the TEC PI team is considering as a model for addressing other prominent and problematic issues that arise on the international economic relations agenda.

IDRC is sponsoring this initiative in partnership with the Dutch NGO, Forum on Debt and Development.

Economy and Environment Program for Southeast Asia (EEPSEA)

Executive Director	Current IDRC funding (2001-02 to 2003-04)	Total IDRC funding to date	Total Co-funding to date
David Glover	\$1,200,000	\$3,730,000	\$9,906,358

1. Relevance

EEPSEA's experience to date and several external evaluations have confirmed that the current approach is producing significant impact in a cost-effective fashion.

2. Links to IDRC Programming

EEPSEA's mandate (supporting research and capacity building for improved environmental management) is consistent with IDRC's goals. Links with projects are primarily through the Micro Impacts of Macroeconomic Adjustment Policies Program Initiative (MIMAP) and with the African Economic Research Consortium (AERC).

3. Future Directions

The core of the program will continue to be the regional research and training program. This will increasingly be supplemented by activities that will deepen the impact of environmental economics and extend its reach to EEPSEA's least-developed member countries. These activities include in-country courses and small grants schemes; translations; formation of national associations; curriculum development workshops; and introductory seminars for policy makers, journalists and NGOs.

Research for International Tobacco Control (RITC)

Executive Director	Current IDRC funding (1999-00 and 2000-01)	Total IDRC funding to date	Total Co-funding to date
Linda Waverley- Brigden	\$700,000	\$2,980,000	\$2,123,964

1. Relevance

The global tobacco control environment is becoming an increasingly crowded field with numerous individuals and organizations involved in supporting and advocating for tobacco control activities. The research component of tobacco control, however, is not well coordinated on an international level, particularly in developing countries. RITC's comparative advantage, therefore, lies in its research orientation and mandate: to create a strong research, funding, analysis, and knowledge base for the development of effective public policies which will minimize the threat to sustainable and equitable development posed by tobacco production and consumption in the South.

2. Links to IDRC Programming

RITC's strong research orientation and its integration of health, economic, social and environmental research and policy issues to address the threat posed by tobacco production and consumption, mirrors IDRC's own approach to program delivery. These natural links are further evidenced by the fact that at least two projects recently funded by RITC were developed and are managed by an IDRC program officer (Economics of Shifting from Tobacco (India) and Cigarette Consumption, Production and Taxation Policy (China)). This type of arrangement has existed throughout the history of this secretariat. In a similar vein, a project on Tobacco Growing and Ecosystem Effects recently funded by the IDRC's Special Program Fund and managed by the Ecosystem Approaches to Human Health Program Initiative, responds well to one of the tobacco control research priorities for Latin America identified at a RITC-sponsored meeting held in the region last August. Finally, RITC is unique among secretariats housed at IDRC in that the entire membership of its Technical Advisory Committee is made up of program officers from IDRC.

3. Future Directions

RITC will implement the tobacco control research agendas identified at three RITC-sponsored regional meetings in Asia, Africa, and Latin America and the Caribbean; advance the global tobacco control research agenda formulated by RITC; support the development of network centres or nodes in each of the three regions identified above in order to consolidate and promote tobacco research initiatives within these regional spheres and form the basis for inter-regional networking; and continue ongoing efforts to strengthen individual and institutional capacity in developing countries. It is important for RITC to maintain its strategic positioning in terms of remaining research-oriented while simultaneously complementing other donors and organizations that are advocacy-oriented.

Secretariat for Institutional Support for Economic Research in Africa (SISERA)

Executive Director	Current IDRC funding (2001-02 and 2002-03)	Total IDRC funding to date (since FY 97/98)	Total Co-funding to date
Diery Seck	\$900,000	\$1,800,000	\$4,039,567

1. Relevance

The founding principle of SISERA is that in order for African countries to successfully tackle their economic challenges, they need of corps of elite economists whose research output will serve to inform and influence economic policymakers and enhance civil society's debate on policy options. African research centres should be called upon to play this advisory role but most have been unable to do so because of their limited resources and relative isolation from decision-making circles. To help remedy this situation, SISERA was mandated to provide African economic research centres with financial and technical support, thus facilitating their emergence as centres of excellence with a sound degree of expertise, credibility, and relevance.

2. Links to IDRC Programming

During its four years of operations, SISERA has collaborated with other IDRC initiatives, including working with the MIMAP Program Initiative (PI) to develop the MIMAP-Senegal project and negotiating CIDA's co-funding of the projects. SISERA regularly provides joint support with the WARO office for meetings and conferences held in West and Central Africa. Finally, the Secretariat routinely shares its experience and information on African research centres with other IDRC PIs and Program Officers in WARO.

3. Future Directions

Over the next few years, SISERA will step up its efforts to help African research centres build capacity through financial and technical support. Attention will be devoted to the enhancement of managerial capacity building because of its critical role in ensuring long term sustainability, increasing the production of policy-relevant research output, and improving training of young economists. SISERA will also concentrate on the networking of African research centres given the considerable potential offered in the harnessing of talents of experienced researchers who are geographically dispersed. More work needs to be done to improve the coordination of donor agencies' programs of support for economic research in Africa, including advocating for an emphasis on institutional capacity building.

Small and Medium Enterprise Policies for Development (SMEPOL)

Responsible Officers	Current IDRC funding	Total IDRC funding to date	Approximate Co-funding to date
Rohinton Medhora	N/A	\$500,000	\$3,866,250

1. Relevance

Micro-small and medium-sized enterprises (MSMEs) are seen as critical to dealing with the employment challenge facing Egypt over the coming years. But while a variety of MSME promotion programs are in place with support from government, NGOs and donor agencies, the overall policy environment for MSME development in Egypt remains weak and chaotic a result in part of decades of large-scale, state-sponsored industrialization efforts.

2. Links to IDRC Programming

The project is aligned with IDRC's broader priorities for the MENA region. The 2000-2005 CSPF states that issues of employment and enterprise development are a priority for the region. This project will serve to strengthen IDRC's reputation for research on M/SME issues and will act as an anchor for the development of future regional programming in small enterprise development.

3. Future Directions

The Small and Medium Enterprise Policies for Development project entered a new phase on May 1, 2001 with the arrival in Cairo of Greg Goodwin, Senior M/SME Specialist (Canada) and Project Co-ordinator. The project will continue to support Egypt's transition to a market economy by assisting the Government of Egypt to improve the policy environment for M/SME development.

SEL Pilot Projects

Responsible Officers Rohinton Medhora	Current IDRC funding \$1,000,000	Total IDRC funding to date \$1,177,845	Approximate Co-funding to date N/A
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1. Relevance

Under the direction of the Director of Program Area (DPA) for Social and Economic Equity, IDRC will commission a set of pilot projects to determine how best to build up future programming of the Centre in the area of sustainable livelihoods. In keeping with the Centre's regional priorities as expressed in the CSPF, the overall development problem to be addressed in the pilot projects is the creation of employment in Africa and the Middle East through small business. These pilots will be built around three themes: value chain analysis, the potential of e-commerce to increase productivity, and the enabling environment for employment-generating businesses. These pilots which commenced during 2000-01 will work with a reference group comprising internal and external specialists in this field. In developing and managing the pilot projects, we will address the issues the Board raised at its October 2000 meeting, in particular its difficulty with key aspects of what was being proposed in the SEL prospectus. Governors' concerns centred on the following points: [1] work in the area of employment and enterprise is fraught with data problems, compounded when distinctions between "small" and "medium", "formal" and "informal", "enterprise" and "survival" are blurry; [2] a focus on value chain analysis risks missing important aspects of the employment-competitiveness-distribution nexus of issues; and [3] the need to identify the "client" for the SEL research. Program and Partnership Branch expects to report to the Board on the progress of the pilots and the likelihood of subsequent programming in this field in the middle of 2002.

2. Proposed Projects

The following are the proposed projects for the next year:

1. Huiles Essentielles en Togo
2. Film - Furniture VC in Egypt
3. Shea nuts and butter VCs in Burkina Faso and Ghana
4. Competitiveness in SMEs in MENA (ERF)
5. Policy Environment for Kenyan Cotton
6. Clothing VC South Africa
7. Public-Private Partnerships in SME Sector
8. E-commerce Preparedness of African SMEs
9. E-commerce Baseline for MEA Countries
10. Brazil Nuts - Peru

Governance, Equity and Health: Tanzania Essential Health Interventions Project (TEHIP)

Project Manager Dr. Graham Reid	Current IDRC funding: BoG approved \$7M in principle. This was later reduced to \$5M.	Actual IDRC funding to date): \$4,008,500	Approximate Co-funding to date \$15,297,251
Research Manager Dr. Don de Savigny			

1. Relevance

TEHIP is a collaborative project between IDRC and the Tanzanian Ministry of Health. It involves significant funding of both Development and Research components. Substantial resources are being invested on both the research and development components, and these could have a direct impact on process and policy in the country. What is now in place is basically an R & D "platform." This platform, which includes capacity and institutional strengthening, is helping to attract other donors by reducing the need to duplicate project development efforts.

One way that IDRC measures the quality of its investments is by gauging their place in the international agenda. The interest shown in TEHIP by other donors gives it a high ranking on this score. TEHIP's success on this front includes a significant amount of parallel funding for one of TEHIP's research recipients, the Ifakara Centre for Health Research and Development (ICHRD). ICHRD is a legal entity and an official institution of the Ministry of Health that can accept and administrate funds on behalf of TEHIP. In terms of capacity building, TEHIP has greatly enhanced the international profile of this research institution. In this way, it has promoted and elevated the role of research to steer and monitor health sector reform in Tanzania.

Worth noting, finally, is the innovativeness of TEHIP's approach to research, by linking research directly with development, as manifested in the choice of research topics and in the structure of the budget. In this way, it promotes the direct influence of research on policy and process.

2. Links to IDRC Programming

TEHIP has been incorporated into the Governance, Equity and Health program. Features of the TEHIP project are its support of innovation in an important social sector, its role in building local capacity, strong connections with policymakers, and its ability to attract other donors as partners. TEHIP has shown intellectual leadership, and will continue to do so in Phase II.

TEHIP's capacity-building role could expand in Phase II, if plans materialise to:

- incorporate the conceptual tools created for TEHIP in curricula development through long distance learning
- institutionalize of Burden of Disease and cost effectiveness tools in the Ministry of Health, and
- institutionalize the research dimension in the ICHRD and National Medical Research Institute framework.

TEHIP addresses an area of concentration indicated in CSPF in the section on Sub-Saharan Africa, Innovations in Managing Public Goods, which indicates the intention of concentrating on the

effective delivery of health services in areas with a heavy burden of disease.

3. Future Directions

TEHIP will move to its next phase as a research and development (R&D) platform and a regional Centre of Excellence for Evidence-Based Health Planning. The R&D platform will support research linked to the IDRC/CIDA Heavily Indebted Poor Countries (HIPC) initiative as well as to the development of indicators linking well-being to the processes involved in demanding and providing public services. Some research support activities, such as a proposed World Bank-Rockefeller workshop on evidence and equity for health system managers and policy makers in East Africa, could complement this approach. The outcome indicators of TEHIP 1 will continue to be collected and measured over the coming 18 months through a no-cost extension; meanwhile, new work will be conducted on the political and governance dimensions of the project. This will build on the political mapping done to date in the project and other Centre-supported activities, such as a project in Tanzania which examines the feasibility of using a computer-assisted analysis software (known as Policy Maker) to understand the health sector reform processes in the country. We may also begin working on an IDRC/United Nations Foundation Essential Health Intervention Project in Nigeria. Governance questions will be built into this from the outset.

INDES

Project Manager Andres Rius	Current IDRC funding: N/A	Actual IDRC funding to date): \$329,500	Approximate Co-funding to date: N/A
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1. Relevance

Social policy managers in Latin America and the Caribbean face considerable new challenges arising from the reform processes that most countries have been implementing. Most of these challenges require the restructuring and innovation of the organization of the public sector, the roles of social managers, and the need for new forms of leadership in transforming bureaucracies.

Important efforts have been made in the region in pre-service training by academic institutions offering degrees in Public Administration. However, most civil servants do not hold degrees in Public Administration. Some efforts have been made by higher education institutions and governments to introduce in-service training, but most of these programs lack an integration of the economic, social, and institutional aspects of sustainable social policy change.

This project contributes to enhancing the management capabilities of Latin American social policy makers by translating into best practices and teaching cases some of the results from research supported by IDRC and IADB. Case studies and teaching cases are essential to the training of social managers, but they are also expensive and difficult pedagogical instruments to produce, and require specific expertise in their elaboration (beyond knowledge on the specific experience being showcased).

2. Links to IDRC Programs

This project caps the activities of the Assessment of Social Policy Reforms (ASPR) program initiative, by translating the research results of many of its projects into “best practice studies” and “teaching cases”. The project, as those which provide its basic inputs, makes a contribution to the design and implementation of education, health, poverty alleviation and social security policies, to achieve greater *social and economic equity*. Specifically, by adapting relevant research outputs for pedagogic purposes, and using them in the training of public officials, this project directly addresses the Center’s goal of promoting the *application of research results* to enhance the lives of people in developing countries.

Peru Consortium for Economic and Social Research

Responsible Officer Brent Herbert-Copley	Current IDRC funding \$650,000	Total IDRC funding to date \$650,000	Approximate Co-funding to date \$3,333,345
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1. Relevance

The aim of this project is to strengthen economic and social policy research in Peru by enabling research centres to come together as a community. Peru is a priority country for Canadian Development Assistance. Although most of the funding is oriented toward the funding of research, the emphasis of the project is on the institutionalization of new processes and methods. This project is already having a major impact on how research is organized in Peru. Research producers and users are being brought together, and research centres are learning to collaborate in a number of ways. Donor agencies, such as the Ford Foundation and the World Bank, are finding that the Consortium is a useful vehicle for channelling funds to research centres in a competitive way while tapping on the best resources available for any particular purpose. Although IDRC funding for the Consortium was approved only in April of 1999, CIES already has 25 member research centres, up from five members under the previous PERC project. This includes virtually every social and economic research centre of importance in Peru, covering a wide range of perspectives and orientations.

2. Links to IDRC Programming

Because of its wide coverage in terms of economic and social policy research, this project may cover research of relevance to TEC in particular. However, the fit with the particular focus of an IDRC PI may not be very close, because research priorities are determined according to CIES' own agenda. The hope is that CIES will approach PIs directly for funding of certain activities, but this has not yet happened.

In thematic terms, CIES covers all of the subjects under the themes of Social and Economic Equity, and Environmental and Natural Resource Management. As an experimental approach to strengthening the economic and social policy research system in Peru, CIES is closely aligned with the cross-cutting dimension of "Research on Knowledge Systems" in the CSPF.

3. Future Directions

Funds have been provided for the maintenance of a strong Executive Office, which includes fund-raising as a major activity of the Consortium. Funding from IDRC and CIDA is provided on a declining scale as a way of encouraging the increasing autonomy of CIES from these two donors. Over time, we expect the Consortium to develop a strong comparative advantage as a vehicle for the organization and support of research in Peru, given the richness and diversity of its member centres. However, it is expected that the Consortium would require a further phase of support in order to fully consolidate itself as an institution.

African Economic Research Consortium (AERC)

Responsible Officers	Current IDRC funding	Total IDRC funding to date	Approximate Co-funding to date
Rohinton Medhora / Caroline Pestieau	\$500,000	\$3,503,128	\$62,950

1. Relevance

The AERC is an IDRC creation. It has been consistently recognized by internal and external observers and evaluations alike as a very successful example of capacity building and networking in SSA. It has responded well to the changing economic landscape on the continent both in terms of program operating areas and delivery modalities. As such, the work of the AERC is very relevant to IDRC priorities and approaches.

2. Links to IDRC Programming

The work of the AERC straddles that of two PIs - MIMAP and TEC - and two Secretariats - TIPS and SISERA. In terms of the CSPF, the work of the AERC fits well into the Social and Economic Equity theme, particularly the Managing Globalization sub-component. There are also aspects of the work of the AERC which fit into the likely thrusts of our proposed work on Research on Knowledge Systems.

3. Future Directions

The AERC is governed by a capable management team that receives scientific advice from an Advisory Group and overall guidance from a Board of Directors. The AERC is likely to continue the trend of moving away from short term and macroeconomic/trade concerns to more microeconomic and institutional approaches to economic policy research, with a greater focus on poverty and social development issues than was the case in the past. The Collaborative MA program that brings together a number of African universities will expand to include even more universities, and consideration is being given to a regional PhD program. Increased focus is also being placed on strengthening links to policy, using the by now large network of alumnus and AERC partners who have reached positions of prominence at home and in international organizations. Increased attention is being given to dissemination and networking making use of ICTs.

Although IDRC is now a relatively small donor, it is still an important one for several reasons. These include: the recognition that we have as the founding agency of AERC; the contribution that we bring to AERC via membership on the Board and links with IDRC program staff; and the signal of support that we provide for capacity building, often not a high priority for other donors.

Asia Development Research Forum (ADRF)

Responsible Officer	Current IDRC funding	Total IDRC funding to date	Approximate Co-funding to date
Randy Spence and Stephen McGurk	\$100,000	\$1,246,000	N/A

1. Relevance

ADRF is relevant in two ways. As a forum, its main aim is to influence the way in which development research is conducted in Asia, by promoting collaboration across institutions within countries, across countries, and across disciplines. ADRF is thus a change agent in the Asian research environment.

Secondly, the substantive areas on which it focuses are high priority ones for development research in Asia. ADRF has succeeded in identifying and highlighting these priority issues at an early stage, thus working at the leading edge of the development research agenda. This has been particularly true of Ageing Populations and Conflict Resolution; for the Asia Crisis, there has been an enormous amount of study in Asia, but the ADRF provided a means to get important ideas discussed and distributed widely at an early stage. ADRF is emerging as a catalyst or generator of networks on important 'new' topics, and members have recommended a more explicit research-foresight function and mechanisms. Water management has been identified and suggested as a next possible working group.

2. Links to IDRC Programming

In terms of current areas of research focus, ADRF is closely linked to MIMAP with respect to Impacts of the Asia Crisis, to TEC with respect to management of capital flows, and to PBR with respect to conflict management and resolution. ADRF and VEEM have also complemented each other regarding the impacts of the Asia Crisis in Vietnam. Future substantive areas (eg water management) are likely to link well with existing or new Centre priorities.

As a special project, ADRF's fit with the CSPF is in the area of Cross-Cutting Issues relating to Research on Knowledge Systems, by promoting more effective ways to conduct research from a multidisciplinary perspective and by experimenting with new networking modalities.

3. Future Directions

As projected in its most business plan, ADRF will continue to:

- concentrate on 3-5 substantive areas at a time;
- develop perhaps one new area per year, concentrate on fleshing out new priority areas through small-group networking, working papers and electronic/website dissemination; and
- become more active in policy advocacy, and involvement of policy-makers.

ADRF would be most effective if it could secure two or three more core sponsors, and an annual budget of up to CAD 1 million; this would enable a greater degree of strategic research, networking and policy advocacy - but would still keep ADRF relatively small and focussed.

10/10/10