

# ANNUAL REPORT

99-10

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## Executive Director's Message

Since its founding, FOCAL has consolidated its role in keeping with the increased involvement of Canadians and Canadian institutions with the Americas. We continue to strengthen our niche as a key centre dedicated to advancing the policy dialogue on Canada's role and interests as a member of the hemispheric community. The past year has seen the strengthening and consolidation of FOCAL's team, financial position and strategic direction. This report provides a brief summary of our 1998 achievements, and our Board and staff structure.

Throughout 1998, FOCAL focused the attention of the policy community on key political, economic and social developments in the Western Hemisphere. We facilitated dialogue and made recommendations about Canadian policy in the Americas and to developments in key bilateral relations. Major conferences sponsored by FOCAL in 1998 served to follow up on the key themes of the Miami and Santiago Summits of the Americas — the processes of economic integration and educational reform in the Americas. We also hosted a number of workshops, consultations, and public discussions, and made presentations at meetings and hearings.

Looking ahead, Canada will host five major hemispheric events in the next two years: the Pan-American Games; the Ninth Conference of Spouses of Heads of State and Government of the Americas; the annual meeting of the Trade Ministers of the Americas with the Americas Business Forum; the 30th General Assembly of the Organization of American States; and the Third Summit of the Americas. Through these events, Canada will further consolidate its role as a significant player in inter-American affairs. As Canada plays host to the hemisphere, opportunities will exist for Canadian organizations to increase their linkages with partners in the hemisphere.

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# FOCAL

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The future presents an opportunity for FOCAL to increase its status, resources, and influence within and beyond Canada. To this end, we have developed our programs and policy priorities and function primarily as a policy forum, fostering constructive discussion on key hemispheric issues. Our success will depend on focused initiatives and collaborative work with the research and policy communities. I believe that FOCAL is well

positioned to contribute policy ideas for the development of the agendas for the upcoming hemispheric events. We will strive to foster constructive discussion and provide analysis on issues of importance for the peoples of the Americas.

Denis Leclerc  
December 30, 1998



## Bridging the Americas

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The Canadian Foundation for the Americas (FOCAL) is an independent, non-governmental organization dedicated to deepening and strengthening Canada's relations with countries in Latin America and the Caribbean through policy discussion, debate and analysis. FOCAL's mission is to develop a greater understanding of important hemispheric issues and to help build a stronger community of the Americas.

### Research and Policy Development

Issues relating to inter-American relations, governance, the democratic process and human security, political trends, social policies, and economic integration represent FOCAL's core policy concerns. FOCAL monitors developments in the Americas and, working with experts, analyses emerging issues. Many of these issues are discussed at conferences, workshops seminars and roundtables organized by FOCAL. The discussions lead to the development of research papers, policy options and recommendations which FOCAL brings to the attention of governments, international organizations, the private sector, the non-governmental community and the media.

### Communications

Information is shared with the public through publications, including briefings and research papers, conference reports, and newsletters. FOCAL's web site provides links to other sources of information on the Internet. FOCAL also serves as a port of call for requests from journalists for information and, as appropriate, comment about hemispheric issues. Meetings and networking with the research community and alliances with key partner organizations further FOCAL's communication efforts.

### Professional Development

FOCAL offers internships and fellowships to broaden Canadians' knowledge of hemispheric issues. In 1998 these included media fellowships for research in Latin America and the Caribbean, and Youth International Internships at the Organization of American States (OAS) in Washington, D.C.

### Administration and Finance

Based in Ottawa, Canada, FOCAL carries out its work with a small professional staff under the guidance of a volunteer Board of Directors. Financing for FOCAL's activities comes from a variety of sources in the public and private sector.

Created by the federal Cabinet in 1989, FOCAL is a registered Canadian charitable organization (No. 89228-5099RR). Receipts for income tax purposes are issued for all donations. FOCAL is not a grant giving foundation. Donations are used to support FOCAL's programs such as conferences, seminars and commissioned research.

For all of the latest information about FOCAL's activities, visit our web site at: [www.focal.ca](http://www.focal.ca)

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# The Year in Review

## Meetings

FOCAL continued to demonstrate its capacity to convene participants from various sectors across the Americas for discussions on key inter-American issues. In 1998 we organized two major conferences in 1998. In October, FOCAL co-hosted *¿Una Gran Familia? Hemispheric Integration After the Santiago Summit* with the Norman Paterson School of International Affairs (Carleton University), and the Embassy of Chile in Canada, addressed economic integration within the Western Hemisphere. About 110 representatives from South and North American countries attended, discussing issues surrounding the Free Trade Area of the Americas (FTAA). Concern was expressed over a lack of sustained commitment from Brazil and the United States to the FTAA. Countries such as Canada and Chile are providing leadership in the absence of these two large players.

FOCAL's second major conference, *Educational Reforms in the Americas: What can Canada Contribute?*, was held in Toronto in November. The conference, which addressed educational reforms and the



sharing of experiences between Canada and countries in the LAC region, attracted 150 participants including representatives from Canada's provincial ministries of Education, ministries of Education of Chile and Argentina, the World Bank, the Inter-American Development Bank, the Canadian International Development Agency, federal departments, teachers' unions, professors and students, Chilean school principals, and educational experts from across the Americas. Among the meeting's main concerns were quality of education, lack of funds, inequitable distribution of resources, and working conditions of teachers. This was the first meeting held in Canada to focus on the education agenda of the Santiago Summit of the Americas.

Throughout 1998, FOCAL organized several smaller meetings to discuss the following issues:

- Workers' Rights and Labour Mobility Between the Caribbean and Canada (February)
- The Events Taking Place in Cuba and the Implications for Canadian Policy (March)
- Promoting and Conserving Traditional Knowledge in the Americas (March)
- Labour Migration and Workers' Rights in the FTAA (March)
- Free Trade and Communities on the US-Mexico Border (March)
- Governance in the Andes (May)
- The Current Situation in Chiapas (September)
- The Privatization of Security in Latin America (October)

FOCAL also held public discussions, co-sponsored events, and made several representations: These are listed below.

## Discussions with:

- Canada's Ambassador to the Organization of American States on the Santiago Summit of the Americas (March)
- Canadian Ministers Axworthy and Marleau and representatives of civil society on the report *A National Consultation Toward the Santiago Summit* (March)
- President Alberto Fujimori of Peru and representatives from Canadian academia, non-governmental organizations and government (October)

## Co-sponsorships

- Workshop on Cooperation Between Canada and Developing Countries on Judicial and Police Reform (March)
- Workshop on Multi-lateralism and Foreign Policy: The Canadian and Mexican Experience (August)
- Seminar on Summit Diplomacy, Regionalism, and Hemispheric Security (September)
- Conference on Reintegration Into World Society: Cuba in Comparative Perspective (September)
- Workshop on Canada and the FTAA: Strategic Considerations (December)

## Representations

- Team Canada mission to Argentina, Chile, Brazil and Mexico (January)
- Workshop on Norway's Projects for Indigenous Peoples in the Americas (February)
- Annual conference of the Canadian Association of Latin American and Caribbean Studies (March)
- People's Summit of the Americas (April, Santiago, Chile)
- Program development meeting on Transnational Crime in the Americas (April)
- Workshop on Labour Rights and Labour Reform in Mexico under NAFTA (June)
- Inter-America Student Seminar on The Santiago Summit Plan of Action (August)

- Information meeting on implementing the Santiago Summit Plan of Action; Ambassador Boehm with Canadian Civil Society Representatives (September)
- Conference on National Foreign Policy (October)
- Conference on Governance and the Participation of Civil Society (October)
- Seminar with President Alberto Fujimori of Peru and the Canadian business community (October, Toronto)
- Meeting on Citizen Participation in the Next Summit of the Americas in Canada (December, Santiago, Chile)

By participating in and developing these activities, FOCAL was able to increase the understanding of key hemispheric issues among decision-makers and opinion leaders. The depth and breadth of policy dialogue and debate in Canada was increased.

## Partnership Development

In 1998, FOCAL developed new partnerships and secured financial support for its activities from several sources, including the Department of Foreign Affairs and International Trade (DFAIT), the Canadian International Development Agency (CIDA), the Canadian Centre for Foreign Policy Development (CCFPD), the International Development Research Centre (IDRC), the Organization of American States (OAS), TransCanada Pipelines, and the Embassy of Chile. In-kind support was also obtained from organizations such as the Business Council on National Issues, the Hispanic Development Council of Toronto, and the Canadian Council for the Americas.

FOCAL's goals in developing partnerships are to increase awareness of FOCAL as a policy centre on Canada's foreign policy in the Americas and to remain up-to-date on issues, events, organizations and key players.

Through our organization of and participation in conferences and workshops, FOCAL has strengthened partnerships with Canadian organizations, both public and private sector, and with policy centres in the Americas. These included the Inter-American Dialogue, the Ford Foundation, and the Business Council on National Issues. FOCAL's growing profile at inter-American events will continue to help us in initiating new partnerships with other organizations to mobilize resources in support of FOCAL's mission.

## Regional Strategy

The regional offices were created in 1994-95, when FOCAL's focus included, broadly defined, public education. They were established to help meet our original mandate by reaching more people, inviting their collaboration, and increasing the distribution of information. These offices all made strong contributions to FOCAL and, through their efforts and activities, helped us to fulfil this mission. While the role of the regional offices was important, in 1998 the

Board of Directors recognised that there is a need for FOCAL, as a policy centre, to develop a new strategy which would connect with the academic community throughout Canada. The availability for funding to maintain core support for regional offices was also a critical issue. As a result, and with reluctance, the Board made the decision to close the three regional offices effective March 31, 1999, and to develop a new strategy for relations with the academic and research community. The Board thanked the Directors of the three Regional Offices – Christiane Paponnet-Cantat, FOCAL-Atlantic; Marie Lapointe/Gérard Verna, FOCAL-Quebec; Christon Archer/William Warden, FOCAL-West – for their valued contribution.

## Internships and Fellowships

As in past years, FOCAL's professional development programs for Canadian youth and media assisted in broadening the Canadian policy community engaged in hemispheric issues.

The *MBA Internship Program* has provided Canadian MBA students with an opportunity to acquire valuable international work experience. By working in the commercial section of a Canadian mission in Latin America or the Caribbean, the students' knowledge of the cultures and market potential in these regions is greatly enhanced. In 1998, 23 students were posted for three-month internships to several Canadian Embassies, Consulates, and High Commissions. Articles from each of the interns were published in the newsletter *Conexión* which was distributed to alumni, university departments, and public and private sector partners. Funded by the Department of Foreign Affairs and International Trade, the MBA Internship Program was also sponsored by TransCanada Pipelines in 1998. This program ended in 1998.

The *Media Fellowship Program* enables experienced Canadian journalists, editors and producers in print and electronic media to spend two months carrying out independent research in a Latin American or Caribbean country they have chosen. In 1998 FOCAL awarded Media Fellowships to five journalists. A report of their research is posted on FOCAL's web site. This program was funded by the Canadian International Development Agency.

The *Youth International Internship Program* gives young Canadian useful international work experience. In 1998 FOCAL placed five interns at the Organization of American States (OAS) in Washington, D.C. The interns developed communication and presentation skills, analytical abilities, language capabilities, and a solid understanding of the inter-American system, as well as contacts who can be very helpful in their career development. The program is administered by FOCAL in collaboration with the OAS and the Canadian International Development Agency. Based on the success of this program, FOCAL is offering similar internships in 1999 with financial support from the

Department of Foreign Affairs and International Trade and the Canadian International Development Agency.

confidence building measures, and explores the application of the process in solving the Peru-Ecuador conflict of 1995.

## Publications

In 1998, FOCAL continued to publish the newsletter, *Update: A Report of Activities*, produced in English and French, to keep readers abreast of current initiatives and developments. A book by Hal Klepak, an associate of FOCAL, entitled *Confidence Building Sidestepped: The Peru-Ecuador Conflict of 1995*, was also published with the support of the Department of Foreign Affairs and International Trade. This book clarifies the concept of

Another publication, *Cuba Today: the events taking place in Cuba and the ensuing issues for Canadian policy*, consisting of papers commissioned for a FOCAL round table, examines some of the most pertinent issues facing contemporary Cuba, and Canada's relations with Cuba.

Copies of all FOCAL publications may be ordered through the Ottawa office. A complete list is available on the web site ([www.focal.ca](http://www.focal.ca)).

## 1998 Board of Directors

### EXECUTIVE COMMITTEE

Chair	<b>Meriel V. M. Bradford</b> Teleglobe Inc.
Vice-chair	<b>Richard V. Gorham</b> Former diplomat
Secretary	<b>The Hon. Paule Gauthier, P.C., O.C., Q.C.</b> Desjardins, Ducharme, Stein, Monast
Treasurer	<b>Joseph Lloyd-Jones</b> University of Ottawa
Ex-officio	<b>Denis Leclerc</b> Executive Director of FOCAL

### DIRECTORS

<b>Pierre Alarie</b> La Caisse de dépôt et de placement du Québec (until February 1998)	<b>Monica Gruder Drake</b> MGDrake Consulting
<b>Trevor Bartram</b> Emerging Markets	<b>John Graham</b> International Foundation for Election Systems
<b>The Right Hon. Joe Clark, P.C., C.C.</b> Joe Clark and Associates	<b>Brian E. Maloney</b> Scotiabank
<b>Mary Coyle</b> Coady International Institute	<b>David H. Pollock</b> Carleton University
<b>Edgar Dosman</b> York University	<b>The Hon. Mitchell Sharp, P.C., O.C.</b> Office of the Prime Minister of Canada
	<b>John A.M. Wilson</b> GE Canada

## 1998 Staff

Brian Cameron, Communications Consultant \*  
Laurie Chochinov, Manager, Finance and Administration  
Jean Daudelin, Senior Project Officer \*  
Élisabeth Karner, Events Coordinator  
Hal Klepak, Associate  
Lucie Lafrance, Manager, Communications  
Yianna Lambrou, Senior Project Officer \*  
Odette Langlais, Project Officer

Denis Leclerc, Executive Director  
Marta Montes, Financial Officer  
Nobina Robinson, Senior Policy Advisor  
Martin Roy, Policy Analyst  
Tamara Sorger, Project Officer \*  
Cristina Warren, Policy Analyst

\* Left in 1998



# Statement of Financial Position

December 31, 1998

	1998	1997
<b>ASSETS</b>		
Cash	\$134,829	\$610,385
Short term investments	212,115	—
Accounts receivable	100,372	195,027
Prepaid expenses	13,444	1,430
	<u>\$460,760</u>	<u>\$806,842</u>
Capital assets	10,203	33,563
	<u><b>\$470,963</b></u>	<u><b>\$840,405</b></u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	\$94,084	\$57,483
Deferred lease allowance	—	4,069
Deferred revenue	66,271	379,786
	<u><b>\$160,355</b></u>	<u><b>\$441,338</b></u>
<b>NET ASSETS</b>		
Invested in capital assets	\$10,203	\$33,563
Unrestricted	300,405	365,504
	<u>310,608</u>	<u>399,067</u>
	<u><b>\$470,963</b></u>	<u><b>\$840,405</b></u>

# Statement of Revenue and Expense and Changes in Net Assets

Year Ended December 31, 1998

	1998	1997
<b>REVENUE</b>		
Department of Foreign Affairs and International Trade	\$200,000	\$327,332
Interest Income	7,760	530
Miscellaneous	8,378	27,332
Donations	—	1,000
Projects	1,060,304	1,114,579
<b>Total Revenue</b>	<u><b>\$1,276,442</b></u>	<u><b>\$1,470,773</b></u>
<b>OPERATING EXPENSES</b>		
Salaries and benefits	\$380,631	\$342,532
Office operations	179,590	164,291
Professional fees and consultants	48,081	53,810
Regional support	93,532	121,264
Travel and meetings	16,845	18,760
	<u>718,679</u>	<u>700,657</u>
Less: Allocation to Projects	(421,263)	(549,423)
<b>Net operating expenses</b>	<u><b>\$297,416</b></u>	<u><b>\$151,234</b></u>
<b>PROJECT EXPENSES</b>		
Awards	231,247	190,700
Project logistics	182,428	178,437
Communications	27,789	49,195
Project consulting	204,758	302,521
	<u>646,222</u>	<u>720,853</u>
Plus: Allocation of operating expenses to projects	421,263	549,423
<b>Net project expenses</b>	<u><b>\$1,067,485</b></u>	<u><b>\$1,270,276</b></u>
<b>Total Expenses</b>	<u><b>\$1,364,901</b></u>	<u><b>\$1,421,510</b></u>
<b>Excess (deficiency) of revenues over expenses</b>	<u><b>(\$88,459)</b></u>	<u><b>\$49,263</b></u>
<b>Net assets – beginning of the year</b>	<u><b>399,067</b></u>	<u><b>349,804</b></u>
<b>Net assets – end of year</b>	<u><u><b>\$310,608</b></u></u>	<u><u><b>\$399,067</b></u></u>

A copy of the complete 1998 Auditor's Report and Financial Statements is available upon request.