



FOCAL

ANNUAL REPORT

2002

Inside

- Message from the Chair 1
- Executive Director's Message 2
- FOCAL - A Policy Centre Focussing on the Latin American and Caribbean Region ... 3
- The Year in Review..... 4
- 2002 Board of Directors 10
- 2002 Staff 10
- Financial Statements ... 11

Message from the Chair

Following Canada's (and FOCAL's) intense engagement in Quebec City's Summit of the Americas in April, 2001 and the arduous process involving both government and civil society, which led to the Inter-American Democratic Charter, in September of that year, there was concern that fatigue and declining interest in the region would set in. We need not have worried. 2002 was a very full and productive year, with FOCAL again at full stretch under the very able leadership of our Executive Director, Don Mackay. The region remains very much on Ottawa's global map, and this is reflected in a commitment by both DFAIT and CIDA to Summit Follow-up.

Finding adequate funding to discharge the FOCAL mandate is a perennial challenge. A major step along this route was taken with the conclusion of a three-year partnership arrangement with CIDA. This agreement runs to 2 million dollars over a three year period and represents an almost 22% increase over the previous contract. The three central areas of concentration agreed with CIDA are: Poverty and Inequality; Trade and Development; and Governance and Civil Society. Together with the funding received from DFAIT, these resources have allowed the FOCAL work-plan to be shaped in large part

continued on page 2

ISBN 1-896301-94-0

Editor: José Hernández, Publications & Webmaster

FOCAL receives funding from the Department of Foreign Affairs and International Trade (DFAIT), the Canadian International Development Agency (CIDA), and other public and private sector organizations. Project funding is also received from the International Development Research Centre (IDRC), the Ford Foundation and the Canadian Centre for Foreign Policy Development (CCFPD). Other contributors included Industry Canada, Solicitor General, the Royal Canadian Mounted Police. For the latest information about FOCAL's activities and publications, please visit our web site: www.focal.ca



FOCAL

Canadian Foundation for the Americas
 Fondation canadienne pour les Amériques
 Fundación Canadiense para las Américas
 Fundação Canadense para as Américas

1, rue Nicholas Street,
 Suite/Bureau 720
 Ottawa, Ontario
 K1N 7B7 Canada
 Tel/Tél : (613) 562-0005
 Fax/Télé : (613) 562-2525
 E-mail/Courriel : focal@focal.ca
www.focal.ca

by the Summit Follow-up and Summit Action Plan agenda's. The agreement with FORD Foundation for the Cuba Forum was extended to allow the use of the original allocation of US \$200,000 to cover an additional 12 months. Increased funding remains an important goal if FOCAL is to improve wage scales and retain both quality staff and quality product. The search for diversified funding sources is intensifying. Success in this endeavor helps to reassure and solidify our funding from traditional sources and to enhance the image and the reality of our independence.

FOCAL's website has become increasingly important in helping FOCAL to meet its objectives. Considerable staff energy has been invested in improving content. Compared with 2000-2001, web hits have been growing steadily. Web hits in the 11th month period (December 2000-October 2001) were 72,978 against 133,311 for December 2001-October 2002. (An increase of 83%). In order to increase the visibility and to highlight the role of the FOCAL website, changes were made in FOCAL's distribution and the publicizing of its electronic documents.

In these messages, I continue to repeat that FOCAL's image and hence our funding require high credibility, which is in turn, a function of the quality of our product. FOCAL has organized excellent and productive seminars and workshops; however, its signature product remains its policy papers. A new and important volet has been added to these policy papers. Under the editorial leadership of Paul Haslam, the traditionally stodgy FOCAL Point publication has been transformed into a

monthly series of crisp analysis on topical issues – an initiative which has been well received and which has extended the electronic readership of FOCAL.

An early member of the Board, and indeed one of the original architects of FOCAL while in government, Richard Gorham, retired from the Board. Richard was an Assistant Under Secretary for Latin America and the Caribbean and, at the time Canada joined the Organization of American States (OAS) in 1990, Richard was Roving Ambassador for Latin America. In that capacity, he made a vital contribution to Canada's new inter-American policy and to the creation of FOCAL. I wish to express our deep gratitude for the remarkable contribution made by Dick Gorham and also acknowledge the irrepressible and often piquant humour, which inevitably accompanied the delivery of his contribution. I offer a very warm welcome to two new members of the Board, Kenneth Frankel and Alan Stoga. Mr. Frankel is a partner in a Toronto law Firm, Torsys, and is Chair of the Latin American Practice Group. Alan Stoga is President and Founder of Zemi Communications, and a former managing director of Kissinger and Associates. Both new members come to us with most distinguished and relevant credentials.

On behalf of my colleagues of the Board, I wish to express our gratitude to the staff of FOCAL for another successful year nourishing and stimulating Canadian engagement with the Americas.

John W. Graham

Executive Director's Message

The year 2002 was a productive and positive year for FOCAL. The guiding focus was to maintain a strong and active program of activities building on the domestic attention generated by previous Canadian hosted events such as the General Assembly of the Organization of American States held in Windsor and the Quebec City Summit of the Americas. A number of events and activities are deserving of particular mention.

Building upon the success of what has already become a yearly landmark of FOCAL's activities we held our Third Forum of Hemispheric Experts, launched in 2000. Internally dubbed as "North Star", this event gathers prominent speakers and guests who contribute to FOCAL's own insight into some of the most pressing themes regarding the Americas. The 2002 event, focused its attention on analyzing and understanding the twin development objectives – as they applied to Latin

America and the Caribbean – of the Millennium Objective and the Monterrey Consensus.

We continued our work on other key hemispheric issues, organizing and participating in workshops and presentations, such as hosting a Breakfast session at *La Conference du Montreal* on Regionalism and the World Trade Organization and producing 12 Policy Papers, including 2 background briefings under our Cuba Research Forum on Cuba. We also launched the first issue of a new CIDA supported Summit of the Americas Follow-up Series, devoted to the issue of Access to Justice and Independence of the Judiciary in the Americas. This series aims at examining how governments across the hemisphere have fared in upholding the commitments made at past Summits of the Americas.

In August, we also launched another new information product that has met very positive acceptance and promises to be highly successful, judging from the heartening feedback we have received to date. The monthly electronic newsletter titled “*FOCAL POINT: Spotlight on the Americas*”, provides information and analysis about developments in the Americas. This new product adds to our efforts toward enhancing “connectivity” and further engages FOCAL with its

partners and audience at large. We continue to inform the public about our activities via our regularly updated web site where all our publications are available: www.focal.ca. Other activities and a wealth of information related to Cuba can be accessed at our resource on Cuba www.cubasource.org.

In 2002, our Youth International Internship Program (YIIP) marked its fourth year of activity and a total of 11 internships were arranged with major Inter-American and non-governmental organizations. These paid internships are for a period of 6 months and provide young university graduates with important work related experiences throughout Latin America and the Caribbean. Given the highly competitive nature of these FOCAL internships, there is a high demand from host institutions, many of which result in full time employment opportunities once the internship is completed. It is worth noting that 10 of last year’s 13 interns have been employed full time and 2 have continued studying.

To conclude, I wish to commend the staff and Board for their energy and professionalism to which we owe the positive results we have achieved in 2002.

Donald R. Mackay

FOCAL – A Policy Centre Focussing on the Latin American and Caribbean Region

The Canadian Foundation for the Americas (FOCAL) is an independent policy centre based in Ottawa that works to develop greater understanding of important issues in the Americas, and promotes hemispheric cooperation and integration. We engage in debate and dialogue with all participants in the policy community in Canada and throughout the Americas. FOCAL’s discussions and in-house expertise result in policy papers and research papers that we bring to the attention of governments, international organizations, the private sector, the non-governmental community and the media.

Our policy analysis is focused on six main program areas that are of concern to decision makers and opinion leaders throughout Canada and the western Hemisphere:

Poverty and Inequality

We are concerned with the rate of poverty and inequity in the Americas. Our research and activities compare the impact and effectiveness of differing responses to the challenges of social development in the region.

Economic Development and Trade Integration

FOCAL examines trade and economic issues including the Free Trade Area of the Americas (FTAA) and other sub-regional arrangements. The program also examines the impact of financial and trade flows, monetary and fiscal policies.

Governance and Democratic Development

FOCAL works to strengthen democratic governance in the Americas by studying state and institutional reforms, the evolving role of civil society, and the links between social and economic inequality and democratic governance.

Inter-American Relations

The major focus of this program is the analysis of Canada's foreign relations in the Inter-American context. We pay special attention to the initiatives and activities of the Organization of American States (OAS), the Inter-American Development Bank (IDB) and the Summit of the Americas process.

North American Integration

Canada, the United States and Mexico are increasingly integrated across a range of areas beyond those

represented by the North American Free Trade Agreement (NAFTA). FOCAL examines possible ways to further integration and their possible implications.

The Research Forum on Cuba

FOCAL fosters informed discussion and analysis on the immediate and long-term challenges facing Cuba and Canadian policy towards the island. FOCAL maintains a specialized website containing information on the program, electronic versions of our publications, and an annotated list of web links on Cuba at:

www.cubasource.org. An electronic mailing list is available where subscribers can automatically receive all materials produced by the Research Forum on Cuba.

The Year in Review

The 32nd Regular Session of the General Assembly of the Organization of American States (OAS)

FOCAL attended the 32nd General Assembly of the Organization of American States (OAS) in Barbados on June 2-4, 2002 as an accredited civil society organization. Through its special guest status, FOCAL gained access to sessions of both the OAS General Committee and the General Assembly. There were three thematic topics on the agenda: the Multi Dimensional Approach to Hemispheric Security; Follow-up and Development of the Inter-American Democratic Charter; the OAS, Democracy, and Trade. A full Report may be obtained at <http://www.focal.ca/english/oasgao2.htm>.

Prior to the opening of the General Assembly, on June 2, the Centre for Justice and International Law (CEJIL), in partnership with the International Centre for Human Rights and Democratic Development (ICHRDD) and FOCAL hosted a meeting between accredited civil society organizations and foreign affairs ministers from the hemisphere on the margins of the OAS General Assembly. Over 100 people attendd the event where both ministers and civil society representatives could interact and have their interventions resulting in effective engagement with government officials. The occasion gave a voice to civil society and allowed their representatives to express their concerns about human rights and democratic development in the Americas and the Caribbean. Topics for the meeting were the following: the Inter-American Convention on Terrorism; the Democratic Charter; strengthening the Inter-American Human Rights System; and the current situation in Colombia. For a complete report, visit <http://www.focal.ca/english/oascs.htm>.

Forum of Hemispheric Experts

FOCAL held its third annual Forum of Hemispheric Experts on June 10, 2002 in Ottawa. The event was entitled, "Beyond Monterrey: Democracy and Development in Latin America and the Caribbean". Last year's Forum focused on the importance of the new OAS democratic charter for the protection of democracy in the region. This year FOCAL invited hemispheric experts from academia, government, the private sector, NGOs, and international organizations such as the OAS and World Bank to discuss what has become a dominant theme in the Americas: the growing difficulty in completing the economic and political reform agenda begun in the 1990s.

The impact of the UN Conference on Financing for Development, held in Monterrey, Mexico in March 2002 was the unifying theme for the Forum. The four sessions of the day addressed the ongoing challenges of consolidating democratic institutions in the region, the political reasons behind reform failure, the implications of the Monterrey Consensus for official development assistance to Latin America and the Caribbean, and the limits to the Washington Consensus reforms in Latin America.

The keynote speaker at the FOCAL Forum of Hemispheric Experts was Bob Anderson, Vice-President, Americas Branch, Canadian International Development Agency (CIDA). Leadoff speakers included Catherine Conaghan, Queen's University; Julio Carrión, University of Delaware; Donna Lee Van Cott, University of Tennessee; Pamela K. Starr, Instituto Tecnológico Autónomo de México; Luigi Manzetti, Southern Methodist University, Texas; Ian Goldin, Director of Development Policy at the World Bank; Don McMaster, Director General, Policy and Planning, Americas Branch, CIDA; Augusto de la Torre, Financial Services Advisor, World Bank; and Peter Hakim, President, Inter-American Dialogue.

As FOCAL's premier "branding" event, the 2002 Forum of Hemispheric Experts was an important milestone for FOCAL. The organization succeeded in attracting very high profile participants, and in this respect built on the successes of previous years. FOCAL significantly expanded its network of contacts in US academic circles, and the World Bank. The Forum discussion will also guide the development of new programme areas for FOCAL.

The 8th Annual Conférence de Montréal

At the 8th Annual *Conférence de Montréal*, Montréal, June 26, 2002, FOCAL hosted a Working Breakfast under the theme "Regionalism and the WTO: Competing or Complementary Interests?" Every year, the *Conférence de Montréal* brings together heads of state, government ministers, representatives of international organizations and government agencies, directors of major international and national organizations, senior business executives and leading experts from all over the world to discuss various topics related to the modern economy. The theme of this year's event was "Europe and the Americas."

FOCAL was pleased to invite Dr. Inés Bustillo, Director of the Washington D.C. Office of the Economic Commission for Latin America and the Caribbean, and Mr. Guy de Jonquières, World Trade Editor with the Financial Times of London to speak at the FOCAL session. Dr. Bustillo and Mr. de Jonquières spoke about the challenges facing the world trading system and the Free Trade Area of the Americas. For a full report on this event visit <http://www.focal.ca/english/confmontreal.htm>.

Meetings and Conferences

FOCAL provided many other opportunities for experts, decision makers and opinion leaders to meet and discuss current issues in Latin America and the Caribbean. Many of these events were undertaken with partners in Canada and abroad, and included the following. You may visit our website (www.focal.ca) for more information on these and other events:

- FOCAL hosted high level delegation from Peru, January, Ottawa
- Newsmaker breakfast with Ambassador Enrique Berruga, Mexican Deputy Minister of Foreign Affairs, January, Ottawa
- Speaker series Conflict, Peace and Human Rights in Colombia, January, Ottawa
- North American Linkages: Perspectives from the Mexican Policy Research Community, February, Ottawa
- FOCAL at the 18th Annual Conference of the Birkbeck Centre for Canadian Studies at the University of London (UK), February
- FOCAL at the Sub-Committee on International Trade, Trade Disputes and Investment of the Standing Committee on Foreign Affairs and International Trade (SCFAIT), February, Ottawa
- Speaker series event with Dr. Manuel Orozco, March, Ottawa

- Roundtable “Evolution of Central America’s Political Development and Economic Integration”, May, Ottawa
- FOCAL at the Standing Senate Committee on Human Rights, May 6
- FOCAL testifies to House of Commons Standing Committee on Foreign Affairs and International Trade – North American Relationship, June, Ottawa
- Information session on the socio-political impacts of migration in the Caribbean, July, Montreal
- Trade negotiations course, September, Belize
- Forum on Democracy, Political Representation, Social Exclusion and Security in the Andes, October, Ottawa
- Speaker series on transnational migration, November, Ottawa
- Meeting on Hemispheric Summit Implementation Project, December Santiago, Chile
- Information session with Guatemalan Congressman Alfonso Bauer-Paiz, December, Ottawa

FOCAL’s expertise was also sought by numerous other organizations and individuals. Some of the events in which it was invited to participate included:

- Roundtable “Remittances as a Development Tool” (February, Washington, D.C.)
- Seminar on Caribbean and Canadian NGO Perspectives on the FTAA (February, Ottawa)
- Preparatory meeting for the Health and Environment Ministers of the Americas Conference (February, Ottawa)
- *Migración, Desarrollo Regional y Potencial Productivo de las Remesas* (February, Guadalajara, Mexico)
- Special Session of the OAS Committee on Civil Society Participation with Registered Civil Society Organizations (March, Washington, D.C.)
- Strengthening the Participation of Civil Society in International Processes, (April, San Salvador, El Salvador)
- Caribbean Studies Association Conference (May, Nassau, the Bahamas)
- The New Dynamics of North America: US-Mexico Relations and the Border Economy / Public Policy Forum Executive Study Tour (May, Ottawa, Southern US & Northern Mexico)
- Public Policy Forum/Ekos Conference Rethinking North American Integration (June, Toronto)
- Seminar / Consultation with North American Civil Society Organizations on the Free Trade Area of the Americas (July, Merida, Mexico)
- Forum on Political Reform and Democratic Governance (August, Bogotá, Colombia)
- State, Civil Society and Democracy in the Americas – One Year After the Inter-American Democratic Charter (September, Lima, Peru)
- The Americas Conference on Corporate Social Responsibility – “Alliances for Development”, (September, Miami)
- CALACS Annual Conference (October, Montréal)
- Conference on the Inter American Democratic Charter (November, Vancouver)
- The FTAA Ministerial Meeting (November, Quito, Ecuador)
- The 26th Annual Miami Conference on the Caribbean Basin (December, Miami)



Research Forum on Cuba

FOCAL’s Research Forum on Cuba (RFC) is a program that fosters informed discussion on the immediate and long-term issues facing Cuba and Canadian policy towards the island. More information on this program and its activities, as well as annotated links to useful websites on Cuba and its international relations, are found on the Research Forum on Cuba’s website (www.cubasource.org).

Directed by Cristina Warren, some of the Forum’s activities in 2002 included two Background Briefing papers on Cuba titled: “Cuba’s Relations with the Caribbean: Trends and Future Prospects; and “Cuba’s Economic Performance and the

Challenges Ahead.” The program also released twelve monthly issues of its *Chronicle on Cuba*, which was launched in September 2001. *Chronicle on Cuba* is a monthly chronology of top news items (and related web links) on Cuba produced by FOCAL. News items are grouped by key themes, including: Cuban domestic affairs, the economy, the exile community, foreign relations, security, terrorism and US-Cuba relations. These and other information can be found on the regularly updated program’s website.

FOCAL is grateful to the Ford Foundation and the International Development Research Centre (IDRC) for supporting this program.

Partnerships

The Canadian Foundation for the Americas is supported to a great extent by the Canadian International Development Agency (CIDA) and the Department of Foreign Affairs and International Trade (DFAIT). Through ongoing collaboration with these two organizations, FOCAL is able to develop and deliver many activities, including its workshops and policy papers, which enhance Canadian understanding of the issues and concerns facing the Latin American and Caribbean region.

In addition to working with DFAIT and CIDA, FOCAL consolidated and expanded its network of partners in 2002, working with a wide range of Canadian, U.S. and Latin American institutions, including:

- Action Canada for Population and Development (ACPD), Ottawa
- Alternatives, Montréal
- Birkbeck Centre for Canadian Studies, University of London (UK)
- Canadian Association of Latin American and Caribbean Studies (CALACS)
- Canadian Institute of International Affairs (CIIA)
- Caribbean Latin America Action (CLAA)
- Caribbean Studies Association (CSA)
- Centre for Foreign Policy Development (CCFPD)
- Centre for Justice and International Law (CEJIL)
- Centre for Research on Latin America and the Caribbean (CERLAC), York University
- Centre for Security and Defense Studies (CSDS), Norman Paterson School of International Affairs, Carleton University
- Centre for Trade Policy and Law (CTPL), Carleton University
- *Centro Boliviano de Estudios Multidisciplinarios* (CEBEM), Bolivia
- *Comité québécois pour la reconnaissance des droits des travailleurs haïtiens en République dominicaine* (CQRDTHRD)
- *Coordinadora Regional de Investigaciones Económicas y Sociales* (CRIES), Venezuela
- *Corporación Participa*, Chile
- Dalhousie University, Halifax
- Democracy Coalition Project
- Economic Commission for Latin America and the Caribbean (ECLAC), Washington, DC
- Embassies of Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, and Panama
- Esquel Group Foundation, Washington, D.C.
- *Facultad Latinoamericana de Ciencias Sociales* (FLACSO), Dominican Republic
- FLACSO-Chile
- Florida International University, Miami
- *Fundación Salvadoreña para la Promoción Social y el Desarrollo Económico* (FUNSAL PRODESE)
- Government of Mexico
- Government of Peru
- Inter-American Democracy Network
- Inter-American Development Bank
- International Development Research Centre (IDRC)
- International Labour Office
- Latin American and Caribbean Studies Committee (CLACSO), Carleton University
- Liu Centre for the Study of Global Issues, University of British Columbia
- National Electoral Council of Colombia
- National Migration Institute, Mexico

- North-South Institute, Ottawa
- Organization of American States (OAS)
- Public Policy Forum, Ottawa
- *Transparencia*, Peru
- York University
- *Red Regional de Organizaciones Civiles para las Migraciones* (RROCM), Guatemala
- Rights and Democracy, Montreal
- United Nations Development program (UNDP)
- UNIANDES, Columbia
- University of Belgrano, Argentina
- University of British Columbia
- University of Toronto
- Woodrow Wilson international Center for Scholars in Washington D.C.
- World Bank

Publications

FOCAL's Policy Papers are concise, analytical pieces on issues and developments in the Latin American and Caribbean region and are provided to decision makers and opinion leaders in Canada and throughout the Hemisphere to contribute to policy development. Available free of charge at our web site (www.focal.ca), FOCAL Policy Papers and other publications in 2002 included:

The Summit of the Americas Follow-up Series

"Access to Justice and Independence of the Judiciary in the Americas", Issue No. 1

Author: Laurie Cole ISBN: 1-89630-85-1

Cuba's Relations with the Caribbean: Trends and Future Prospects

Author: Gerardo González Núñez
RFC-02-2 ISBN: 1-896301-83-5

A MAGNA CARTA FOR THE AMERICAS The Inter-American Democratic Charter: Genesis, Challenges and Canadian Connections

Author: John W. Graham
FPP-02-9 ISBN: 1-896301-84-3

North American Integration: Back to the Basics

Author: Stacey Wilson-Forsberg
FPP-02-8 ISBN: 1-896301-82-7

Challenges Confronting the Free Trade Area of the Americas

Author: Donald R. Mackay
FPP-02-7 ISBN: 1-896301-78-9

The Future of the Caribbean Economy

Author: Jose Zaragoza
FPP-02-6 ISBN: 1-896301-78-9

Brazil and Canada: What is to be done?

Authors: Edgar J. Dosman and Keneth N. Frankel
FPP-02-5 ISBN: 1-896301-77-0

Hemispheric Security After the Towers Went Down

Author: Prof. Hal Klepak
FPP-02-4 ISBN: 1-896301-76-2

Enrique Bolaños Geyer: A Step Towards Consolidating Democracy in Nicaragua

Author: Claudia Paguaga
FPP-02-2 ISBN: 1-896301-74-6

Canada and Mexico: Searching for Common Ground on the North American Continent

Author: Stacey Wilson-Forsberg
FPP-02-3 ISBN: 1-896301-75-4

Cuba's Economic Performance and the Challenges Ahead

Author: Archibald R. M. Ritter
RFC-02-1 ISBN: 1-896301-72-X

Venezuela: The Chávez Government in 2002

Author: Donald R. Mackay
FPP-02-3 ISBN: 1-896301-75-4

“FOCAL POINT: Spotlight on the Americas” – ISSN 1703-7964

In August 2002, the Canadian Foundation for the Americas launched a new free monthly electronic newsletter (PDF format) that combines news and analysis about Latin America and the Caribbean: *FOCALPOINT: Spotlight on the Americas*.

Spotlight on the Americas represents diverse perspectives from government, academia, business and the non-profit sector. Using FOCAL's expanding electronic mailing database we distribute the newsletter to over 3500 decision makers, academics, journalists, professionals and students interested in Latin America.

We invite contributions (300-700 words) on contemporary events and issues that affect Latin America and the Caribbean. For a free subscription, or to inquire about writing an article, contact FOCAL at focal@focal.ca. All issues can be accessed under publications at www.focal.ca.

These and other publications used by FOCAL to inform decision makers and opinion leaders also include reports, comments and articles as well as past annual reports, all of which are available on our website at <http://www.focal.ca/english/publicat.htm>.

Youth International Internship Program

This was the fourth year of FOCAL's internship program, which is financed by the Department of Foreign Affairs and International Trade (DFAIT) through the Youth Employment Strategy (YES) Program.

In September 2002, FOCAL sent eleven interns to Washington D.C. and Latin America to work in 9 inter-governmental and non-governmental organizations in 6 countries. More than half of the participants are now posted in Latin American countries. These new internship placements have paved the way for next year and are changing the focus of the FOCAL Internship Program. Sending young Canadian professionals to Latin American organizations creates personal ties among the hemispheric policy community and supports local entities in generating knowledge and solutions to tackle the difficult environmental, development or human rights policy challenges facing the region.



The interns were placed at several inter-American organizations including, the Organization of American States (OAS) in Washington, D.C.; the Pan-American Health Organization (PAHO) in Washington, D.C.; the Inter-American Human Rights Institute (IIHR) in San José, Costa Rica; the Inter-American Children's Institute (IIN) of the OAS in Montevideo, Uruguay; the Andean Community of Nations Secretariat (CAN) in Lima, Peru; the International Union of Local Authorities (IULA) in Quito, Ecuador; the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) in Washington, D.C. and in Santiago, Chile; and the United Nations Development Program (UNDP) in Montevideo, Uruguay.

Further information about the program can be found on FOCAL's web site, www.focal.ca.



Top row, from l. to r.: Eric Verreault (FOCAL Interns Coordinator), Ana Kantor, Lindsay Brumwell, Suzanne Loney, Julie Cadorette, Byron López, and Shaun Kielo. Bottom row l. to r.: Denise Brennan, Lindsay Smith, Véronique McKinnon, Ravi Handa, and Sofía Gutiérrez.

2002 Board of Directors

Founded in 1990, the Canadian Foundation for the Americas (FOCAL) is an independent, not-for-profit charitable organization that is guided by a Board of Directors.

Executive Committee

John W. Graham

Chair

Consultant

Maureen Appel-Molot

Vice-Chair

Director/Professor The Norman Patterson School of International Affairs

Michael Bell

Secretary

Consultant, Justice Solutions Inc.
(appointed 2002)

Anthony M. P. Tattersfield

Treasurer

Partner, Raymond Chabot Grant Thornton

Donald R. Mackay (ex-officio)

Executive Director

Directors

Meriel V.M. Bradford

Vice-President, Canada Lands Company
(retired in 2002)

Carmelita Boivin-Cole

(Secretary of the Executive until September 2002)
Consultant

Winston Cox

Deputy Secretary-General, Development Cooperation,
Commonwealth Secretariat

Richard Gorham

Former Diplomat
(retired in 2002)

Directors (cont'd)

Monica Gruder Drake

President, MGDrake Consulting

The Hon. Mitchell Sharp, P.C., C.C.

Personal Advisor to the Prime Minister, Office of the Prime Minister

Elizabeth Spehar

Executive Coordinator, Unit for the Promotion of Democracy, Organization of American States

Brian Stevenson

Associate Vice-President (International), University of Alberta

H.E. Paul Durand (ex-officio member)

Ambassador & Permanent Representative of Canada to the Organization of American States

Kenneth N. Frankel

Partner

Torys

(appointed 2002)

Beatrice E. Rangel

Senior Advisor to the Chairman
Cisneros Television Group
Cisneros Group of Companies
(appointed 2002)

Alan J. Stoga

President

Zemi Communications

(appointed 2002)

2002 Staff

COLE, Laurie, Analyst

FAYA, Ana Julia, Researcher,
Research Forum on Cuba

GUARDADO, Miguel A., Manager of Financial Administration

HASLAM, Paul, Analyst (since April 2002)

HERNÁNDEZ, José, Publications Coordinator, Webmaster

JUBANY, Florencia, Senior Analyst

LARABIE, Diane, Office manager

MACKAY, Donald R., Executive Director

MELTZER, Judy, Analyst

O'REGAN, Sharon, Deputy Director

Paguaga, Claudia, Analyst

VAUGHAN, Dana Emily, Receptionist & Events Coordinator

VERREAULT, Eric, Internships Coordinator

WARREN, Cristina, Program Director, Research Forum on Cuba

WILSON-FORSBERG, Stacey, Analyst

ZARAGOZA, José, Analyst

Statement of Financial Position

	As at December 31	
	2002	2001
ASSETS		
Cash	\$ 94,612	\$ 79,883
Term deposits, 0.8% average rate maturing at various dates in 2003 (2001, 4.2%)	104,906	378,477
Amounts receivable	234,143	86,183
Prepaid expenses	11,781	29,959
	<u>\$ 445,442</u>	<u>\$ 574,502</u>
Capital assets	46,784	40,640
	<u>\$ 492,226</u>	<u>\$ 615,142</u>
LIABILITIES		
Accounts payable and accrued liabilities	\$ 33,863	\$ 56,370
Deferred revenue	58,270	159,511
	<u>\$ 92,133</u>	<u>\$ 215,881</u>
NET ASSETS		
Invested in capital assets	46,784	40,640
Unrestricted	353,309	358,621
	<u>400,093</u>	<u>399,261</u>
	<u>\$ 492,226</u>	<u>\$ 615,142</u>

Schedule of Project Revenues

	Year Ended December 31	
	2002	2001
Canadian International Development Agency	\$ 717,262	\$ 449,925
Department of Foreign Affairs and International Trade	242,583	345,670
Florida International University	—	16,187
Ford Foundation	64,734	105,530
Industry Canada	17,105	—
International Development Research Centre	61,152	34,939
Organization of American States	18,410	530
Other	—	4,188
Public Diplomacy Fund	—	50,000
Public Sector Governance in the Americas	—	11,500
Solicitor General	9,000	—
	<u>\$1,130,246</u>	<u>\$1,018,469</u>

Statement of Revenue and Expense and Changes in Net Assets

	Year Ended December 31	
	2002	2001
REVENUES		
Department of Foreign Affairs and International Trade – Core Funding	\$ 200,000	\$ 200,000
EHT Recovery	7,444	—
Interest income	7,884	22,098
Projects–Schedule	1,130,246	1,018,469
	<u>\$ 1,345,574</u>	<u>\$ 1,240,567</u>
OPERATING EXPENSES		
Amortization	\$ 29,745	\$ 19,723
Board and staff meetings	11,541	21,658
Communications	12,274	10,340
Insurance	3,428	3,369
Lease and maintenance	112,169	130,420
Office	17,556	22,116
Printing	918	5,882
Professional fees and consultants	16,948	32,193
Salaries and benefits	684,269	554,010
Travel	726	3,392
	<u>889,574</u>	<u>803,103</u>
Less: Allocation to projects	(684,202)	(487,995)
	<u>\$ 205,372</u>	<u>\$ 315,108</u>
PROJECT EXPENSES		
Communication	\$ 23,726	\$ 8,872
Internships and scholarships	104,026	160,329
Meeting and seminar logistics	17,269	6,432
Office	4,136	18,549
Partnerships	25,823	—
Postage and courier	16,200	28,936
Printing	38,868	44,134
Project consulting	73,607	88,552
Travel	151,513	178,676
	<u>\$ 455,168</u>	<u>\$ 534,480</u>
Add: Allocation of operating expenses to projects	684,202	487,995
	<u>\$ 1,139,370</u>	<u>\$ 1,022,475</u>
Total Expenses	<u>\$ 1,344,742</u>	<u>\$ 1,337,583</u>
Excess (deficiency) of revenues over expenses	<u>832</u>	<u>(97,016)</u>
Balance at beginning of year	<u>399,261</u>	<u>496,277</u>
Balance at end of year	<u>\$ 400,093</u>	<u>\$ 399,261</u>

These financial statements have been audited by
McIntyre and McLarty LLP, Ottawa, Canada and were approved by
FOCAL's Board of Directors on June 20, 2003.