

# Annual Report 2007



# FOCAL

Canadian Foundation for the Americas | Fondation canadienne pour les  
Amériques | Fundación Canadiense para las Américas



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## Note from the Chair



I am pleased to present FOCAL's Annual Report for 2007. The wide range of articles, papers, and, most importantly, ideas, generated by FOCAL staff and partners over the last year is a testament to the Executive Director and his staff's dedication to FOCAL's mission of strengthening Canadian relations with Latin America and the Caribbean through policy dialogue and analysis.

In 2007, we welcomed two new board members. Pablo Breard is the Vice-President for International Research at Scotiabank. Alain Berranger is the former vice-president and head of partnerships at the International Development Research Centre (IDRC). We look forward to their active participation in the building of stronger relationships between FOCAL and Canada's business community and to joining all of us in the challenge to develop stable and balanced funding.

Maureen Molot, a former Director of the Norman Patterson School at Carleton University and Brian Stevenson, now Vice President of the University of Winnipeg have retired from the Board. FOCAL is indebted to both for their many years of collaboration.

Under Carlo Dade's strong and innovative leadership, a widening network of relationships is being forged with partners in the Canadian government, Canadian business and with civil society throughout the hemisphere. FOCAL will remain relevant and useful to these partners and the growing constituency of consumers as long as it retains a voice which combines quality with independence.

FOCAL continues to build its reputation and visibility as a highly credible, non-partisan Canadian think tank on the Americas. It is a pleasure to continue supporting FOCAL's work and the widening of its influence within the Hemisphere.

*John W. Graham, Chair*

## Executive Director's Report

In 2007, FOCAL expanded upon its mandate of being Canada's premiere policy think tank on the Americas. In the key areas of ideas and partnerships, fundraising, and communications, we are moving forward.

FOCAL is a reference point in Canada for discussions, ideas and high-level engagement with a wide variety of stakeholders in Canada and a hemisphere that spans North, Central, and South America with the Caribbean. Institutions and governments in the Americas go to FOCAL when they are looking for a Canadian partner and perspective on events in the Hemisphere.

This year, Canada announced its re-engagement policy with the Americas. In response, FOCAL and the Centre for Trade Policy and Law organized the sole conference in Canada that examined what re-engagement meant at the Department of Foreign Affairs and International Trade (DFAIT) with the Canadian International Development Agency (CIDA). FOCAL's roundtable, sponsored by Scotiabank, stood out as a dynamic exchange of questions and ideas, moderated by Alexandra Bugailiskis, Assistant Deputy Minister and Executive Coordinator of the Americas Strategy at DFAIT.



In August 2007, FOCAL led a joint US-Canadian high-level delegation to Haiti in partnership with the Inter-American dialogue, meeting with Haitian President René Preval, Prime Minister Jacques-Edouard Alexis, and other senior level decision-makers from the international community to discuss development in Haiti. This initiative resulted in a new partnership between the Haitian private sector and the Inter-American Development Bank (IDB) to fund education projects in Haiti. FOCAL also hosted a delegation of Haitian senators to Ottawa who met with Canada's foreign minister and three major political parties.

FOCAL is also involving Canadians in the lead-up to the Trinidad and Tobago Summit of the Americas in April 2009, a primary forum for Canada to engage with the Hemisphere. At the September 2007 Latin American Studies Association (LASA) annual meeting in Montréal, which brought together 3,000 scholars, a highlight was the panel chaired by FOCAL board member, the Rt. Hon. Joe Clark and OAS Secretary General José Miguel Insulza. FOCAL also co-chaired a high-level meeting in Washington, DC, with our U.S.-based partner, the Inter-American Dialogue, which included the OAS Secretary General and IDB President Luis Alberto Moreno discussing the Summit agenda.

FOCAL's programs address cutting edge topics and technology. The Mapping the Americas project uses GIS mapping software to provide a visual representation of media ownership and election results, among other data. FOCAL also launched its new labour mobility program with a panel at the Emerging Dynamic Global Economies (EDGE) Network meeting in Vancouver, with participants from the governments of Mexico and British Columbia. Provincial governments are increasingly engaged in the Hemisphere and the labour mobility program is an example of how FOCAL is reaching out to them.

Over the past year, FOCAL's media profile has continued to grow and build on our reputation as the Canadian source on issues in the Americas for reporters and producers. The audiences for FOCALPoint: Canada's Spotlight on the Americas and our web site have nearly doubled in the last year and we are getting more feedback and contributions from top thinkers in the Hemisphere. The production of FOCALPoint Special Editions on Cuba, the Montebello Leaders' Summit (SPP), and the Media showed our ability to provide timely in-depth analysis.

In 2008, FOCAL will enter into a new agreement with the CIDA to support the government's Americas engagement strategy. We are also working with the Inter-American Dialogue to convene leading hemispheric analysts from think tanks throughout the region to produce research and dialogue for the 2009 Summit of the Americas.

FOCAL is engaging the Canadian private sector through a new Corporate Circle, which will be Canada's only forum for bringing the private sector into the policy formation process on the Americas in Ottawa and Washington. We are working to build the infrastructure for this program in partnership with the Inter-American Dialogue.

Our Chair, John Graham, continues to put his skills and knowledge to the service of FOCAL for which we are grateful. Our organization would neither enjoy the success it has nor have the resiliency required in the face of constant change over the last year without its board and a dedicated staff. We look forward to the challenges and opportunities awaiting FOCAL in 2008.

*Carlo Dade, Executive Director*

# Publications

## POLICY PAPERS & REPORTS

Title: Indigenous Governance in the Americas  
Authors: Omaira Mindiola and Jean Pierre Chabot  
Series: Information Bulletin  
Date Published: December 2007

Title: Indigenous Governance in the Americas  
Authors: Omaira Mindiola and Jean Pierre Chabot  
Series: Information Bulletin  
Date Published: November 2007

Title: Haiti: Real Progress, Real Fragility  
Author: FOCAL-IAD  
Series: Report  
Date Published: November 2007

Title: Haïti: progrès tangible mais fragile  
Author: FOCAL-IAD  
Series: Report  
Date Published: November 2007

Title: Haití: Progreso tangible pero frágil  
Author: FOCAL-IAD  
Series: Report  
Date Published: November 2007

Title: Report of the Haitian Senatorial Delegation to Ottawa and Montreal  
Author: FOCAL  
Series: Report  
Date published: November 2007

Title: Mapping the Media in the Americas: How-To Manual No. 1  
Author: Chantal Hansen  
Series: Report  
Date published: November 2007

Title: The Impact of Canadian Labour Experience on the Households of Mexicans:  
a Seminal View on Best Practices  
Author: Gustavo Verduzco  
Series: FOCAL Policy Paper  
ISBN: 1-894992-46-6  
Date Published: October 2007

Title: Canadian Perceptions of Latin America and the Caribbean

Author: FOCAL

Series: Survey Report

ISBN: 1-894992-47-4

Date Published: October 2007

Title: Canadian Perceptions of Latin America and the Caribbean-Survey Data

Author: FOCAL

Series: Survey Report-Data

Date Published: October 2007

Title: Indigenous Governance in the Americas

Authors: Omaira Mindiola and Jean Pierre Chabot

Series: Information Bulletin

Date Published: October 2007

Title: Indigenous Governance in the Americas

Authors: Omaira Mindiola and Jean Pierre Chabot

Series: Information Bulletin

Date Published: September 2007

Title: Mapping the Media in the Americas: A Tool for Exploring Media and Democracy

Authors: Laurie Cole and Chantal Hansen

Series: Report

Date published: August 2007

Title: Governance and the Extractive Industries on Indigenous Territories. Report of the Lima Seminar.

Authors: Omaira Mindiola and Jean Pierre Chabot

Series: Report

Date Published: March 2007

Title: Gobernabilidad e Industrias Extractivas en Ecuador, Perú y Guatemala: el Caso de la Minería

Author: José De Echave

Series: FOCAL Policy Paper

Date Published: April 2007

Title: Governance and Extractive Industries in Ecuador, Peru and Guatemala: the Mining Case

Author: José De Echave

Series: FOCAL Policy Paper

Date Published: April 2007

Title: Diasporas and Private Sector Development: Impacts and Opportunities

Authors: Carlo Dade and Per Unheim

Series: FOCAL Policy Paper

Date Published: April 2007

Title: El Convenio 169 OIT y las actividades extractivas de las empresas

Author: Wuille M. Ruiz Figueroa

Date Published: March 2007

Title: Governance and the Decentralization Process in Peru

Author: Jean Pierre Chabot

Series: FOCAL Policy Paper

Date Published: March 2007

Title: Peru: Inequality of Education for Indigenous Groups, the Neglected Class

Author: Marisol D'Andrea

Series: FOCAL Policy Paper

Date Published: March 2007

Title: The Role of the Private Sector in Improving Educational Outcomes in Haiti

Author: FOCAL-IAD

Series: Conference Report

Date Published:

Title: Peru – United States Free Trade Agreement and applicability of ILO's Convention 169 for the protection of the Peruvian Indigenous People's Rights

Author: Marlene Castillo Fernández

Series: FOCAL Policy Paper

Date Published: January 2007

Title: TLC con EE.UU y aplicabilidad del Convenio OIT-169 para proteger los derechos de los pueblos indígenas de Perú

Author: Marlene Castillo Fernández

Series: FOCAL Policy Paper

Date Published: January 2007

## RESEARCH FORUM ON CUBA

Title: Chronicle on Cuba

Published: December 2007

Title: Chronicle on Cuba

Published: June 2007

Title: Chronicle on Cuba

Published: November 2007

Title: Chronicle on Cuba

Published: May 2007

Title: Chronicle on Cuba

Published: October 2007

Title: Chronicle on Cuba

Published: April 2007

Title: Chronicle on Cuba

Published: September 2007

Title: Chronicle on Cuba

Published: March 2007

Title: Chronicle on Cuba

Published: August 2007

Title: Chronicle on Cuba

Published: February 2007

Title: Chronicle on Cuba

Published: July 2007

Title: Chronicle on Cuba

Published: January 2007

## FOCALPoint: Canada's Spotlight on the Americas

### Vol. 6, No. 10, December 2007, Gender Edition

- **Striking the Right Balance: The Recruitment of Female Migrant Workers to Canada** by Monica Boyd and Joanne Nowak
- **No Girls Allowed? Recruitment and Gender in Colombian Armed Groups** by Rachel Schmidt
- **Women's Struggle for Truth, Justice and Reparation: Psycho-Social Approaches to Trauma in Guatemala** by Colleen Duggan
- **Trafficking Women: Moving Beyond National Security** by Barb Maclaren
- **Weavers of Life, Wisdom and Peace: Colombia's Indigenous Women** by Gloria Amparo Rodriguez
- **Tejedoras de Vida, de Sabres y de Paz: Las Mujeres Indígenas de Colombia** by Gloria Amparo Rodriguez

### Vol. 6, No. 9, November 2007

- **Haiti: Putting Gender and Peacekeeping into Practice** by Nadine Puechguirbal
- **Do Common Law Traditions Conflict with the UN Declaration on Indigenous Rights?** by Anthony Knox
- **The 2007 Leader's Summit: Progress is Still Too Slow** by Perrin Beatty
- **Cuba's Future: The Missing Variable** by Racquel Smith
- **FOCAL Hosts Haitian Senators** by Leslie Fillion-Wilkinson

### Vol. 6, No. 8, October 2007

- **How Competitive are Latin America's Schools?** by Tamara Ortega Goodspeed and Jeffrey Puryear
- **Public-Private Collaboration in Education: A New Development Model for Haiti** by Leslie Fillion-Wilkinson and Carlo Dade
- **Education as Protection in Contexts of Armed Conflict: The Case of Colombia** by Eleanor Douglas
- **Informal Education and Peacebuilding by Colombian Youth** by Linda Dale
- **Chávez and the Bolivarian Education System** by Mariano Herrera
- **Chávez y el sistema educativo bolivariano** by Mariano Herrera

### Vol. 6, No. 7, Sept. 2007

- **Canadian Exports to South America are Booming** by Stephen Poloz
- **Flow-through Shares and Incentives: Funding Patience in Consultations** by Jean Pierre Chabot
- **Disposable Youth: The "Social Cleansing" of Children in Colombia** by Rachel Schmidt
- **Haiti: Taking the Next Step** by Caroline Lavoie
- **Haïti: déjà la suite!** by Caroline Lavoie
- **Striving for Equitable Development: Energy and Indigenous Governance in Bolivia** by Omairia Min-diola

### Vol. 6, No. 6, July-August 2007

- **Canada, the Americas and the Caribbean** by Carlo Dade
- **For a Bolstering of Canada's Leadership in the Americas** by Rt. Hon. Joe Clark
- **Canada and the Colombian Conflict: Opportunities and Perspectives** by Sandra Borda and Maria Paz Berger
- **Brazil and Canada: Convergent Interests** by José Botafogo Gonçalves
- **Chile-Canada Relations: Forging a Common Experience** by Carlos Huneeus
- **Canada's Developmental Role in the Caribbean** by John Rapley



## Vol. 6, No. 5, June 2007

- Mexico-Brazil Relations: Status and Prospects by Gerónimo Gutiérrez
- The US Demographic Shift by Carlo Dade
- The Mother of All Reforms by Juan Antonio Blanco
- Ethanol and Latin America: Economic Opportunity or Impediment to Growth? by Matthew Fuller
- The Guatemalan Electoral Roll Key to Citizen Participation by María Alejandra Erazo

## Vol. 6, No. 4, May 2007

- Chávez Between Romanticism and Pragmatism by Miguel Ángel Santos
- Constituent Assembly and Turmoil in Ecuador by Andrés Mejía Acosta
- Mexico and Brazil: Myths and Reality, Toward a New Vision for Cooperation by Federico Vázquez
- The Paradox of Cuban-American Identity by Guillermo Grenier
- Chávez entre el romanticismo y el pragmatismo by Miguel Ángel Santos

## Vol. 6, No. 3, April 2007

- Bank of the South: Politically-driven Agenda Duplicates Existing Institutions by Vladimir Torres
- A Revitalized Policy for the Americas by John W. Graham
- Cuba's Energy Future by Jorge Piñon
- Brazil and Mexico Edging Toward a Strategic Relationship? by Alberto Pfeifer
- Troubles Mounting in Guatemala by Carlos A. Rosales

## Vol. 6, No. 2, March 2007

- A Word from the Executive Director by Carlo Dade
- Finish the Canada-Central America Four Trade Negotiations by Donald R. Mackay
- New Data Sheds Light on Remittance Sending Patterns of Immigrants in Canada by Per Unheim
- Governance and the Extractive Industries on Indigenous Territories by Jean-Pierre Chabot

## Vol. 6, No. 1, January/February 2007

- Haiti: Economic Growth and Violence by Carlo Dade
- The Indigenous Peoples' Difficult Road to the Millennium Goals by Omaira Mindiola
- Talking Integration in Latin America by Vladimir Torres

**FOCALPoint: Special Editions****Special Edition on Montebello Leaders' Summit, August 2007**

- Common Sense and the SPP by Carlo Dade
- North American Leaders Reinforce the Benefits of Cooperation by David H. Wilkins
- Achieving True Security and Prosperity for North Americans: The Leaders' Summit in Montebello by Emilio Goicoechea
- The North American Summit: More or Less than It Seems? by Robert A. Pastor
- NAFTA All Over Again? Promoting a Better Understanding of the SPP by Thomas d'Aquino
- The 2007 Leaders' Summit: What's in it for Us? by Perrin Beatty
- Will North American Leaders Follow Through on Energy? by Joseph M. Dukert
- Obstacles to North American Integration: The Rhetoric and Reality in Mexican Foreign Policy by Athanasios Hristoulas
- The Potential for Canada-Mexico-U.S. Cooperation by José Luis Valdés Ugalde
- A North American Approach to Energy Security: The Case of Two G8 Countries and an Emerging Economy by Lourdes Melgar

**Special Edition on Labour Migration and Development, May-June 2007**

- Latin America and the Caribbean: Skilled Migration, Alternatives, and Old and New Questions by Jorge Martínez Pizarro and Corina Curtis
- Temporary Migration as a Way of Life by Laura Dawson
- International Migration and Human Development in El Salvador by William Pleitez
- Ecuador-Spain Co-Development: Illusion or Reality? by Richard Salazar
- Foreign Workers in Canadian Agriculture: Not an All-Male Cast by Kerry Preibisch
- Beyond Remittances and Migration Reform by Katharine Andrade-Eekhoff
- The 3x1 Program in Mexico: Achievements and Challenges by Rodolfo García Zamora.

**Special Edition on Cuba, February 2007**

- Debates on Cuba's Present and Future by Ana Faya
- Canada's "New" Conservative Government's Foreign Policy: Implications for Canada's Policy of Constructive Engagement with Cuba? by Cristina Warren
- US-Cuba Relations: The Limits of Wishful Thinking by Dan Erikson
- The Cuban Economy After Fidel by Archibald R. M. Ritter
- A New Mexican Government Faces Cuba by Ana Covarrubias
- European Union Policy Towards a New Government in Cuba by Susanne Grätius
- Canada, Cuba, Race and Engagement by Carlo Dade



# Board of Directors

## DIRECTORS

Charles Philip Bassett  
*(ex-officio)*  
*Executive Director for Canada*  
*Inter-American Development Bank*

Alain Berranger  
*Executive-in-Resident, Schulich School of Business*

Pablo F.G. Bréard,  
*Vice President, Head of International Research,*  
*Scotiabank group*

Graeme Clark  
*Ambassador & Permanent Representative of Canada*  
*to the OAS (ex-officio)*

Right Honourable Joe Clark  
*Former Canadian Prime Minister*

Winston Cox  
*Deputy Secretary-General, Development Co-operation*  
*Commonwealth Secretariat*

Jean Daudelin  
*Assistant Professor*  
*NPSIA, Carleton University*

H.E. Paul Durand  
*Ambassador & Permanent Representative*  
*Permanent Mission of Canada to the OAS (ex-officio)*

James Fox  
*Assistant Deputy Minister, Bilateral Relations,*  
*Foreign Affairs & International Trade Canada*

Kenneth N. Frankel  
*Partner, Hodgson Russ*

Jennifer L. McCoy  
*Director*  
*Latin America and Caribbean Program*  
*Carter Center of Emory University*

## EXECUTIVE

John Graham  
*Chair*

Bob Anderson  
*Vice-Chair*

Michael Bell  
*Secretary*

Anthony M. P. Tattersfield  
*Treasurer*

Carlo Dade  
*Executive Director*  
*(ex-officio)*

Beatrice E. Rangel  
*Senior Advisor to the Chairman*  
*Cisneros Television Group*

Elizabeth Spehar  
*Consultant*

Brian J.R. Stevenson  
*Executive Secretary for Integral Development*  
*Organization of American States (OAS)*

Alan J. Stoga  
*President*  
*Zemi Communications*

# Staff

Carlo Dade, *Executive Director*

Olga Abizaid, *Policy Analyst*

Alexa Barrera, *Project Manager*

Jean-Pierre Chabot, *Project Coordinator*

Laurie Cole, *Program Director*

Ana Julia Faya, *Senior Analyst*

Leslie Fillion-Wilkinson, *Project Coordinator / Associate Editor*

Sandra Jackson, *Director of Finance and Operations*

Florencia Jubany, *Senior Analyst*

Diane Larabie, *Office Manager*

Caroline Lavoie, *Project Associate*

Barbara Maclaren, *Project Manager*

Omaira Mindiola, *Project Manager*

Rachel Schmidt, *Director of Communications / Editor*

Tandy Shephard, *Project Manager*

Racquel Smith, *Project Manager*

Vladimir Torres, *Project Manager*

Cristina Warren, *Program Director*

# Statement of Financial Position

	2007	2006
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$209,588	\$287,520
Investment	-	38,204
Amounts receivable	26,356	16,854
Prepaid expenses	5,678	12,948
	<hr/>	<hr/>
	241,622	355,526
<b>CAPITAL ASSETS</b>	<hr/>	<hr/>
	10,330	13,263
	<hr/>	<hr/>
	\$251,952	\$368,789
	<hr/> <hr/>	<hr/> <hr/>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$89,584	\$38,851
Deferred revenue	120,354	234,390
	<hr/>	<hr/>
	209,938	273,241
<b>NET ASSETS</b>		
Invested in capital assets	10,330	13,263
Unrestricted	31,684	82,285
	<hr/>	<hr/>
	42,014	95,548
	<hr/>	<hr/>
	\$251,952	\$368,789
	<hr/> <hr/>	<hr/> <hr/>

# Schedule of Expenses and Revenues

For the year ending December 31, 2007

	2007	2006
<b>PROJECT REVENUES</b>		
Canadian International Development Agency	\$758,475	\$660,410
Ford Foundation	217,266	224,258
International Development Research Centre	34,571	139,675
National Endowment for Democracy	-	97,869
Carter Center	49,317	65,565
Cuban Research Institute, Florida International University (In Kind)	-	40,000
Foreign Affairs Canada	49,637	33,101
Inter-American Development Bank (In Kind)	10,000	-
Inter-American Foundation	-	-
Participa	30,591	-
Open Society Institute	76,329	-
Programme d'appui au Parlement haitien	31,095	-
Georgetown University	5,870	-
Walter & Duncan Gordon Foundation	6,755	-
CIFAL Atlanta (In Kind)	8,940	-
Other	10,060	-
	<b>\$1,289,716</b>	<b>\$1,260,878</b>

# Schedule of Expenses and Revenues

<b>EXPENSES</b>	2007	2006
Projects		
Communications	\$29,391	\$30,532
Meeting and seminar logistics	32,629	73,737
Office	10,262	562
Partnerships	120,128	-
Printing and publications	32,054	22,404
Project consulting	73,082	100,734
Salaries and benefits	555,061	673,721
Travel	210,396	212,624
	<u>1,063,003</u>	<u>1,114,314</u>
Add: Allocation of operating expenses	251,299	149,274
	<u>\$1,314,302</u>	<u>\$1,263,588</u>

	2007	2006
<b>Operating</b>		
Amortization	\$7,216	\$5,202
Board and staff meetings	15,000	19,500
Communications	11,507	7,899
Insurance	4,760	4,403
Leases and maintenance	81,412	82,954
Office	18,799	8,780
Printing	2,749	750
Professional fees and consultants	15,395	25,408
Salaries and benefits	154,129	9,359
Travel	1,146	1,870
	<u>312,113</u>	<u>166,125</u>
Less: Allocated to projects	(251,299)	(149,274)
	<u>\$60,814</u>	<u>\$16,851</u>



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