

ANNUAL REPORT

1999

Inside

- Executive Director's Message 2
- FOCAL – A Policy Centre Focussing on the Latin American and Caribbean Region 3
- The Year in Review 3
- 1999 Board of Directors 6
- 1999 Staff 6
- Financial Statements 7

Message from the Chair

With the Pan American Games in Winnipeg in the summer of 1999, Canada began a two-year period hosting a variety of hemispheric events. These included the Ottawa First Spouses' Meeting in October, the Trade Ministerial Meetings in Toronto in November, and the 30th Annual General Assembly of the Organization of American States taking place in Windsor in June 2000. The cycle will culminate with the Summit of the Americas in Quebec City, April 2001. Many of the countries in Latin America and the Caribbean will be in the midst of elections between 1999 and 2000.

Other issues, such as the World Trade Organization meetings in Seattle and the vast social and economic inequalities along with transnational crime and drug trafficking in the Americas, remind us all that there are key policy concerns beyond trade issues in the agenda of the Summit of the Americas. FOCAL's analysis of issues and events in the hemisphere has added to Canadian understanding of the significance of the Latin American and Caribbean region for our country. FOCAL is pleased to have contributed a strong body of work providing analysis of the many issues facing the hemisphere from a distinctly Canadian perspective.

This is my third year as Chair of the Canadian Foundation for the Americas. I am proud of the growth and accomplishments the organization has achieved. It is now a recognized policy centre and a key participant in the dialogue on hemispheric developments. This

ISBN No. 1-896301-51-7

continued on page 2

Editor: Laurie Chochinov, Manager, Finance and Administration

FOCAL receives funding from the Department of Foreign Affairs and International Trade, the Canadian International Development Agency, other public and private sector organizations. Project funding is also received from the Canadian Centre for Foreign Policy Development, International Development Research Centre, Ford Foundation and the Organization of American States. For the latest information about FOCAL's activities, please visit our web site: www.focal.ca

The publication of this report was made possible thanks to the support of the Canadian International Development Agency.



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

1 Nicholas Street, Suite 720
Ottawa, Ontario
K1N 7B7 Canada
Telephone: (613) 562-0005
Fax: (613) 562-2525
E-mail: focal@focal.ca
Web Site: www.focal.ca

could not have been accomplished without a strong team, including Denis Leclerc, Executive Director of FOCAL until June 1999, and John Graham, Interim Executive Director from July to December 1999. In December 1999 the Board appointed Nobina Robinson as Executive Director and the strong leadership she has shown since taking over the reins of FOCAL underscores the soundness of the Board's choice.

On behalf of the Board of Directors, I thank them and all our staff for their contribution through the year. I look forward to continued growth and development in the next years.

Meriel Bradford
December 1999

Executive Director's Message

1999 was a year of change and consolidation for the Canadian Foundation for the Americas (FOCAL). Having invested considerable time in 1998 developing a strategic vision for FOCAL, we began implementing the new direction. Creating a niche for FOCAL as a Canadian centre working on policy issues of relevance in the Americas and making a significant contribution to critical and analytical thinking on the region were the principal priorities in 1999. We developed many tools to assist decision makers and opinion leaders in assessing the issues facing the region. These ranged from a complete revision of our web site (www.focal.ca) to the introduction of the FOCAL Policy Paper series. We also expanded our analytical capacity, by increasing the number of in-house policy analysts and developing our network of experts and partners within Canada and throughout the hemisphere. The transition to a policy centre was not without its growing pains, and I thank the staff of the Canadian Foundation for the Americas who met the challenge with humour and good spirits.

In 1999 FOCAL published ten policy papers, two issues of its bulletin FOCAL POINT, and the first of a series of newsletters on the 2001 hemispheric summit. We convened six workshops and conferences and attended over ten events sponsored by other groups. Our network of partners and experts expanded, reaching through the hemisphere from Vancouver all

the way to Uruguay. Much of our work was made possible thanks to the significant support of our partners at the Canadian International Development Agency (CIDA), the Department of Foreign Affairs and International Trade (DFAIT) and the Canadian Centre for Foreign Policy Development (CCFPD).

We closed the year on a high note, with an established library of Policy Papers stimulating constructive dialogue, and plans for over a dozen more. Our plans for workshops on issues such as corruption, democracy in the Americas and smaller economies taking place in 2000 are in progress. I expect that FOCAL will continue to make a mark on the Canadian policy scene, as we introduce the Research Forum on Cuba, our new Senior Fellow and our Forum of Hemispheric Experts. The latter is composed of noted scholars, journalists and policy makers who will meet from time to time at FOCAL to assess issues and developments in the region and to advise me on the evolving policy priorities. I look forward to a year where we expand and extend our reach as Canada's key policy centre on Latin American and Caribbean issues.

Nobina Robinson
December 1999



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

As a policy centre based in Ottawa, the Canadian Foundation for the Americas (FOCAL) monitors developments in the Americas and, working with experts, analyses emerging issues. Many of these issues are discussed at workshops organized by FOCAL, often in partnership with non-government, academic, private sector and government organizations. The discussions lead to the development of policy papers that FOCAL brings to the attention of governments, international organizations, the private sector, the non-governmental community and the media.

FOCAL directs its policy analysis on five issue areas of concern to decision makers and opinion leaders throughout Canada and the Western Hemisphere. FOCAL promotes the study of and support for hemispheric integration in its widest sense, analysing foreign, trade, economic and social policy trends in the region. Our five policy areas help us to identify issues for priority consideration:

Inter-American Relations involves the analysis of Canada's foreign relations with countries of the hemisphere, with a priority focus on regional, sub-regional and hemispheric multilateral initiatives, including the Organization of American States and Summit of the Americas processes.

Economic Integration focuses on the Free Trade Area of the Americas negotiations and an analysis of broader economic trends and issues, such as dollarization, regional market developments, economic growth and debt.

Social Policy emphasises regional responses to continuing inequity and income distribution problems in the Americas and studies policies for sustainable

development, gender, environment, health, tax reform and labour.

Governance And Human Security places priority attention on governance challenges and the nature of democracy in the Americas, including new and older security concerns posed by corruption, drugs, human rights problems, civil and military relations and the unbridled growth of transnational crime and violence.

Research Forum on Cuba is a new program area for in-depth study of Canada's relations with Cuba providing web-based research, policy analysis and a speakers' series designed to increase and improve knowledge of Cuba.

The Year in Review

Meetings and Workshops

FOCAL provided many opportunities for experts, decision makers and opinion leaders to meet and discuss current issues in Latin America and the Caribbean (LAC). Many of these events were undertaken with partners in Canada and abroad, and included:

- Venezuela's Current Prospects and the Implications for Relations with Canada (February, Ottawa)
- Whither Brazil? Implications for the Hemisphere and Bilateral Relations with Canada (March, Ottawa)
- Meeting of Experts on Drugs and Human Security in the Americas (March, Costa Rica)
- Latin America's Economic and Social Challenges, a presentation by Juan Antonio Ocampo (April, Ottawa)
- Health in the Americas (June, Ottawa)
- Openness, Sustainability and the Free Trade Area of the Americas (FTAA) (October, Ottawa)

FOCAL also participated at many events where its expertise was of value. Chief among these were:

- Inter-American Dialogue Meetings on Central America (February, Washington D. C.)
- *Sistema Interamericano y Democracia* workshop (April, Colombia)
- Presentation to the Canadian Parliament Subcommittee on International Trade, Trade Disputes and Investment of the Standing Committee on Foreign Affairs and International Trade (April, Ottawa)
- Transparency for Growth Conference of the Council of Presidents and Prime Ministers of the Americas (May, Atlanta, Georgia)
- Organization of American States 29th Annual General Assembly (June, Guatemala)
- CALACS Conference on Latin America and the Caribbean into the Coming Millennium: Equity, Democracy and Sustainability (October, Ottawa)
- Americas Business Forum (November, Toronto)
- Conference on the Caribbean and Latin America (December, Miami)

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 (LAC) region.

In addition to working with DFAIT and CIDA, FOCAL consolidated and expanded its network of partners in 1999, working with a wide range of Canadian, American and LAC institutions, including:

- Canadian Association for Latin American and Caribbean Studies, Ottawa (CALACS)
- Canadian Centre for Foreign Policy Development, Ottawa (CCFPD)
- Canadian Society for International Health, Ottawa (CSIH)
- Council of Presidents and Prime Ministers of the Americas, The Carter Center, Atlanta, Georgia
- Centre for Trade Policy and Law, Ottawa (CTPL)
- Economic Commission for Latin America and the Caribbean, Washington, D.C. (ECLAC)
- Environment Canada, Ottawa
- Florida International University, Miami
- Fundación Ecos, Uruguay
- Georgetown University, Washington, D.C.
- Inter-American Dialogue, Washington D.C.
- International Centre for Criminal Law Reform and Criminal Justice Policy, Vancouver (ICCLR)
- International Development Research Centre, Ottawa (IDRC)
- International Institute for Sustainable Development, Winnipeg (IISD)
- Nathanson Centre for Organized Crime and Corruption, Toronto
- North South Institute, Ottawa
- Organization of American States, Washington, D.C. (OAS)
- Pan American Health Organization, Washington, D.C. (PAHO)
- Queen's University, Kingston, Ontario
- United Nations Latin American Institute for Crime Prevention and the Treatment of Offenders, Costa Rica (ILANUD)

Publications

In 1999 FOCAL introduced its policy paper series. These 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. The papers often stem from workshops and seminars FOCAL holds; however, FOCAL also uses its in-house expertise and the resources of commissioned authors to augment its analytical capacity. Available free of charge at our web site (www.focal.ca), FOCAL Policy Papers published in 1999 were:

Shall We Samba? Canada-Brazil Relations in the 1990s

FOCAL 99-1 ISBN 1-896301-26-6

FOCAL at the OAS General Assembly

FOCAL 99-2 ISBN 1-896301-27-4

Mexico's Presidential Election

FOCAL 99-4 ISBN 1-896301-30-4

Venezuela Under Chávez: a Bold and Timely Formula or an Old and Discredited Route?

FOCAL 99-5 ISBN 1-896301-31-2

Privatization of Security in the Americas
FOCAL 99-6 ISBN 1-896301-25-8

Governance in the Andes
FOCAL 99-7 ISBN 1-896301-29-0

Educational Reforms in the Americas – What Can Canada Contribute – A Conference Report (limited distribution)
FOCAL 99-9 ISBN 1-896301-28-2

The Rio Summit of June 1999 – Its Implications for the Summit of the Americas Process
FOCAL 99-11 ISBN 1-896301-34-7

Key Upcoming Elections in Latin America and the Caribbean
FOCAL 99-12 ISBN 1-896301-35-5

Trade, Sustainable Development and Civil Society in the Free Trade Area of the Americas: How to Make the Link
FOCAL 99-13 ISBN 1-896301-37-1

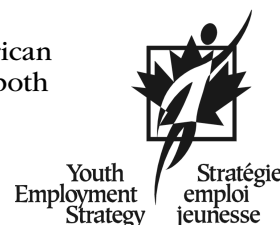
Argentina after the Menem Decade
Focal 99-15 ISBN 1-896301-38-X

In November 1999 FOCAL distributed the first issue of *SUMMIT 2001 – A Joint Newsletter on the Quebec Hemispheric Summit*. This newsletter, which was undertaken in cooperation with the Summit of the Americas Center at Florida International University, will be published on a regular basis until the conclusion of the Summit of the Americas, April 2001 in Quebec City.

Other publications used by FOCAL to inform decision makers and opinion leaders about the foundation's own activities are its regular bulletin (now known as *FOCAL POINT*) and its 1998 Annual Report. Three issues of the bulletin were distributed in 1999. These are available on the web site, along with the 1998 Annual Report.

Youth International Internship Program

FOCAL was pleased to place eight Junior Professional Trainees at the Organization of American States in 1999. With support from the Youth Employment Strategy (YES) program through both the Department of Foreign Affairs and International Trade (DFAIT) and the Canadian International Development Agency (CIDA), FOCAL was able to provide valuable working experience for the Junior Professionals in a number of exciting areas. This was the second year that FOCAL offered the internships.



At FOCAL

Some of FOCAL's 1999 activities extend beyond workshops and publications including important internal developments.

Changes in Management

In June 1999, following almost two years as Executive Director of FOCAL, Denis Leclerc stepped down to pursue other opportunities. John W. Graham, FOCAL's Vice Chair stepped in as Interim Executive Director pending the appointment of a permanent replacement. In December 1999, the Board of Directors of the Canadian Foundation for the Americas (FOCAL) announced the appointment of Nobina Robinson as Executive Director. Ms. Robinson had been a member of the FOCAL staff since joining in 1998 as Senior Policy Advisor. In July 1999 she was promoted to Deputy Executive Director and Director of Policy and worked closely with FOCAL staff and Interim Executive Director John Graham in expanding FOCAL's network of experts and policy makers concerned with issues facing the Latin American and Caribbean region.

Web Site Development

A major activity at FOCAL was the complete redesign of its web site in 1999. The site (www.focal.ca) now

provides users with important resources on the Americas, copies of FOCAL publications, information on events and activities in the region and an update on what FOCAL has been doing.

David Pollock Library

In May 1999 the Board of Directors was pleased to dedicate FOCAL's library in honour of David Pollock, one of the founders of the Canadian Foundation for the Americas. Mr. Pollock, who had a distinguished 30 year career with the United Nations Economic Commission for Latin America, was also an Adjunct Professor with the Norman Paterson School for International Affairs (Carleton University) for 20 years. His contribution to FOCAL, from the beginning when he, Edgar Dosman and Richard Gorham signed the incorporation papers, to the time, ten years later, when he retired from the Board was invaluable. The David Pollock Library will continue to grow and support the policy analysis undertaken by FOCAL.

1999 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

Chair	Meriel V. Bradford Canada Lands Company
Vice Chair	John Graham International Foundation for Election Systems
Secretary	Trevor Bartram Emerging Markets
Treasurer	Joseph Lloyd-Jones University of Ottawa

DIRECTORS

The Right Hon. Joe Clark, P.C., C.C.* Joe Clark and Associates	Richard V. Gorham Former Diplomat
Mary Coyle Coady International Institute	Brian E. Maloney Scotiabank
Edgar Dosman* York University	David Pollock* Carleton University
Monica Gruder Drake MGDrake Consulting	The Hon. Mitchell Sharp, P.C., O.C. Office of the Prime Minister
The Hon. Paule Gauthier, P.C., O.C., Q.C.* Desjardins, Ducharme, Stein, Monast	John A. M. Wilson GE Canada

* Member of the Board until May 1999



1999 Staff

James Buchanan, Research Assistant
Pierre Bouchard, Senior Analyst, Trade and
Economic Policy
Laurie Chochinov, Manager, Finance and
Administration
John Graham, Interim Executive Director
(July – December 1999)
José Hernandez, Assistant, Policy Section
Florencia Jubany, Policy Analyst
Élisabeth Karner, Events Coordinator

Lucie Lafrance, Manager, Communications
(January – June 1999)
Denis Leclerc, Executive Director
(January – June 1999)
Marta Montes, Financial Officer
Nobina Robinson, Deputy Director and Director
of Policy (June – December 1999)
Martin Roy, Policy Analyst
Steve Thorsell, Technology Assistant
Cristina Warren, Policy Analyst
Stacey Wilson-Forsberg, Policy Analyst

Statement of Financial Position

	As at December 31	
	1999	1998
ASSETS		
Cash	\$ 83,202	\$134,829
Short term investments	459,151	212,115
Accounts receivable	117,553	100,372
Prepaid expenses	9,409	13,444
	<u>\$669,315</u>	<u>\$460,760</u>
Capital assets	5,336	10,203
	<u>\$674,651</u>	<u>\$470,963</u>
LIABILITIES		
Accounts payable and accrued liabilities	\$ 48,394	\$94,084
Deferred revenue	144,261	16,271
	<u>\$192,655</u>	<u>\$110,355</u>
NET ASSETS		
Invested in capital assets	5,336	10,203
Unrestricted	476,660	350,405
	<u>481,996</u>	<u>360,608</u>
	<u>\$674,651</u>	<u>\$470,963</u>

Schedule of Project Revenues

	Year ended December 31	
	1999	1998
Canadian International Development Agency	\$697,978	\$673,231
Canadian Centre for Foreign Policy Development	60,000	40,000
Canadian Teachers' Federation	1,000	300
Centre for Trade Policy and Law	12,000	—
Department of Foreign Affairs and International Trade	163,968	171,043
Department of National Defence	—	333
Embassy of Chile	3,379	8,621
Florida International University	2,505	—
International Development Research Centre	1,207	40,797
International Institute for Sustainable Development	35,000	—
North South Institute	—	30,284
Organization of American States	29,461	18,335
Other	9,148	3,600
Public Works and Government Services Canada	2,492	45,035
Seminar registrations	—	8,725
Trans Canada Pipelines	—	20,000
	<u>\$1,018,138</u>	<u>\$1,060,304</u>

Statement of Revenue and Expense and Changes in Net Assets

	Year Ended December 31	
	1999	1998
REVENUE		
Department of Foreign Affairs and International Trade – Core Funding	\$200,000	\$200,000
Interest income	8,654	7,760
Miscellaneous	7,428	7,481
Provincial sales tax refund	5,592	—
Publication sales	1,961	897
Rent refund	4,034	—
Projects	1,018,138	1,060,304
	\$1,245,807	\$1,276,442
OPERATING EXPENSES		
Amortization	\$4,867	\$29,639
Board and staff meetings	4,199	2,716
Communication	8,547	10,165
Insurance	3,358	1,234
Leases and maintenance	63,521	71,625
Office	28,148	37,164
Printing	3,456	29,763
Professional fees and consultants	49,769	48,081
Regional support	—	93,532
Salaries and benefits	486,237	380,631
Travel	10,939	14,129
	\$663,041	\$718,679
Less: Allocation to Projects	(526,580)	(421,263)
	\$136,461	\$297,416
PROJECT EXPENSES		
Communication	\$ 7,412	\$ 7,249
Internships and scholarships	115,305	231,247
Meetings and seminar logistics	13,137	37,021
Office	24,232	6,866
Postage and courier	17,040	5,920
Printing	38,251	20,540
Project consulting	146,739	204,758
Travel	99,262	132,621
	\$461,378	\$646,222
Plus: Allocation of operating expenses to projects	526,580	421,263
	\$987,958	\$1,067,485
Total Expenses	\$1,124,419	\$1,364,901
Excess (deficiency) of revenues over expenses	121,388	(88,459)
Net assets – beginning of the year	360,608	449,067
Net assets – end of year	\$481,996	\$360,608

These financial statements have been audited by McIntyre and McLarty LLP, Ottawa, Canada and were approved by FOCAL's Board of Directors on June 22, 2000.