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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  
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

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
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<tr>
<th>Title</th>
<th>Author</th>
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<tr>
<td>Peru: Inequality of Education for Indigenous Groups, the Neglected Class</td>
<td>Marisol D’Andrea</td>
<td>FOCAL Policy Paper</td>
<td>March 2007</td>
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<tr>
<td>The Role of the Private Sector in Improving Educational Outcomes in Haiti</td>
<td>FOCAL-IAD</td>
<td>Conference Report</td>
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<td>TLC con EE.UU y aplicabilidad del Convenio OIT-169 para proteger los derechos de los pueblos indígenas de Perú</td>
<td>Marlene Castillo Fernández</td>
<td>FOCAL Policy Paper</td>
<td>January 2007</td>
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**RESEARCH FORUM ON CUBA**

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<tr>
<th>Title: Chronicle on Cuba</th>
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<td>Published: February 2007</td>
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<tr>
<td>Title: Chronicle on Cuba</td>
<td>Published: July 2007</td>
<td>Title: Chronicle on Cuba</td>
<td>Published: January 2007</td>
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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 Rodri-guez

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 Piñón
- 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 Courtis
• 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 Gratius
• Canada, Cuba, Race and Engagement by Carlo Dade
## Board of Directors

<table>
<thead>
<tr>
<th>DIRECTORS</th>
<th>EXECUTIVE</th>
</tr>
</thead>
</table>
| Charles Philip Bassett  
  (ex-officio)  
  *Executive Director for Canada*  
  *Inter-American Development Bank*  | John Graham  
  *Chair*  |
| Bob Anderson  
  *Vice-Chair*  | Bob Anderson  
  *Vice-Chair*  |
| Michael Bell  
  *Secretary*  | Michael Bell  
  *Secretary*  |
| Anthony M. P. Tattersfield  
  *Treasurer*  | Anthony M. P. Tattersfield  
  *Treasurer*  |
| Carlo Dade  
  (ex-officio)  | Carlo Dade  
  (ex-officio)  |
| 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, Hodsgon Russ*  |  |
| Jennifer L. McCoy  
  *Director*  
  *Latin America and Caribbean Program*  
  *Carter Center of Emory University*  |  |
| 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
Florence 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

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
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<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<td><strong>CURRENT ASSETS</strong></td>
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<tr>
<td>Cash</td>
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<tr>
<td>Investment</td>
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<tr>
<td>Amounts receivable</td>
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<td>Prepaid expenses</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>CAPITAL ASSETS</strong></td>
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<td><strong>TOTAL</strong></td>
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<td>$368,789</td>
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<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
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<td><strong>CURRENT LIABILITIES</strong></td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
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<td>Deferred revenue</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<tr>
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<td>Unrestricted</td>
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<td>95,548</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$251,952</td>
<td>$368,789</td>
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# Schedule of Expenses and Revenues

For the year ending December 31, 2007

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<tr>
<th></th>
<th>2007</th>
<th>2006</th>
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<tbody>
<tr>
<td><strong>PROJECT REVENUES</strong></td>
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<td>Canadian International Development Agency</td>
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<td>International Development Research Centre</td>
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<td>National Endowment for Democracy</td>
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<td>Carter Center</td>
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<td>Cuban Research Institute, Florida International University (In Kind)</td>
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<td>Foreign Affairs Canada</td>
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<tr>
<td>Inter-American Development Bank (In Kind)</td>
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<tr>
<td>Inter-American Foundation</td>
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<td>-</td>
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<tr>
<td>Participa</td>
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<td>-</td>
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<tr>
<td>Open Society Institute</td>
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<td>Programme d'appui au Parlement haitien</td>
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<td>Georgetown University</td>
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<td>Walter &amp; Duncan Gordon Foundation</td>
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<td>CIFAL Atlanta (In Kind)</td>
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<td>Other</td>
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<td>$1,289,716</td>
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## Schedule of Expenses and Revenues

### EXPENSES

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<td>Meeting and seminar logistics</td>
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<td>Office</td>
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<tr>
<td>Partnerships</td>
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<td>Printing and publications</td>
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<td>Project consulting</td>
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<td>Travel</td>
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<td>1,114,314</td>
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<td>149,274</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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### Operating

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<td>Insurance</td>
<td>4,760</td>
<td>4,403</td>
</tr>
<tr>
<td>Leases and maintenance</td>
<td>81,412</td>
<td>82,954</td>
</tr>
<tr>
<td>Office</td>
<td>18,799</td>
<td>8,780</td>
</tr>
<tr>
<td>Printing</td>
<td>2,749</td>
<td>750</td>
</tr>
<tr>
<td>Professional fees and consultants</td>
<td>15,395</td>
<td>25,408</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>154,129</td>
<td>9,359</td>
</tr>
<tr>
<td>Travel</td>
<td>1,146</td>
<td>1,870</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td>312,113</td>
<td>166,125</td>
</tr>
<tr>
<td>Less: Allocated to projects</td>
<td>(251,299)</td>
<td>(149,274)</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td>$60,814</td>
<td>$16,851</td>
</tr>
</tbody>
</table>