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Note from the Chair

This is my last report as Chair. FOCAL will have a new Chair, Kathryn Hewlett-Jobes, as of July 1. I have known Kathryn for several years, having consulted with her on FOCAL projects when she was a senior officer at the Inter-American Development Bank. I am delighted that she is taking this position as she will bring to it fresh energy, new ideas, a lively mind and first class organizational skills. I wish her much joy and good luck. It is a rewarding but tough job where the satisfaction gained has more than compensated for the difficult times. I am sure that this will continue to be the case for Kathryn.

Going back over previous annual reports —and it is a long time, as I have been Chair for over eight years and a Board member for several more before that— I am struck by the number of times I have emphasized FOCAL’s gradually expanding reach in Canada but most particularly around the region. Our publications, our website, our conference work and our travel combine to have us recognized as Canada’s premiere think tank for the Americas. More importantly, we are recognized as relevant, useful and credible.

Like all other think tanks, one of our central goals is to influence policy. More often than not this goal goes unsatisfied, but we have made some progress. For example, FOCAL has tenaciously advocated a foreign policy shift that would give greater priority to Latin America and the Caribbean as the region in the world where we could enhance our influence, our leverage and our image to the benefit of Canadian vital interests and to the benefit of the region itself. Soon after it came to power, the new government announced such a shift. FOCAL’s rationale for this change was part of the mix that re-oriented this policy.

Very much on the good news side of things is Carlo Dade, our Executive Director. He is succeeding in the difficult terrain of getting FOCAL widely known in Canada. For topical stories on Latin America and the Caribbean, the Canadian media go to Carlo for comment. He also guided FOCAL through another funding crisis last fall, a serious and persistent problem that needs a new approach to resolve. On behalf of FOCAL and for myself I would like to express deep appreciation not just to Carlo but to staff members who have soldiered valiantly through an unusually trying period while maintaining the strong professional standards of this organization. I would especially like to thank our Manager of Finance and Administration Diane Larabie whose extraordinary skill and dedication helped us through too many hurricane seasons and who has now passed that torch to the capable hands of Naume Mutambo. Also Cristina Warren, the architect and driving force behind much of our successful Cuba programme, has left as well, with Dr. Arch Ritter taking the reins as the Interim Director.

I would like to clearly express my appreciation of the Canadian International Development Agency and its staff for their confidence in FOCAL and the generous and absolutely invaluable support that they have provided. Thanks to them, FOCAL is continuing to perform an important national and international role.

A number of Board members are leaving us: Bob Anderson, Michael Bell, Winston Chambers, the Right Hon. Joe Clark, Jean Daudelin, Ken Frankel and Pablo Bréard. FOCAL owes a great debt of gratitude to all for their interest, sustained support and dedication. I am sure that the others will not mind if I single out three for special mention.
First is the Rt. Hon. Joe Clark who, despite a most demanding schedule, devoted an extraordinary amount of time with ideas, initiatives, constructive criticism and personal involvement in many of our activities. Bob Anderson and Michael Bell gave unstintingly of their time and advice. Bob, as a former Vice President of CIDA, was invaluable in helping us with our navigation and with a major energy project. He was also Vice Chair of the Executive Committee. Michael, a former Assistant Deputy Minister in Foreign Affairs and International Trade was similarly helpful. He was Secretary of the Executive Committee. We would not have passed through all of these storms without their help and moral support.

We welcome an excellent slate of new members with distinguished careers: Ed Dosman (founding Executive Director of FOCAL), Ross Anderson (replacing Pablo Bréard from Scotiabank), Suzanne Laporte, Mauricio Ospina, and Alex Bugailiskis (ex-officio), Assistant Deputy Minister for the Americas at Foreign Affairs and International Trade (replacing James Lambert).

Finally, I would like to thank FOCAL and all of you. When I joined the Board in 1998 and became Chair in 2001 I had, of course, no sense of the odyssey I embarked upon. It has been, above all, unexpectedly and hugely enriching.
Note from FOCAL’s Incoming Chair

This past year FOCAL continued to make substantive and thoughtful contributions to the development of Canadian policy and relationships with the Americas. Under the dynamic and innovative leadership of Carlo Dade and the expert guidance of John Graham and the Board, FOCAL staff undertook important research, facilitated debate and engaged in a range of outreach activities to increase public understanding of key issues and express a well respected Canadian voice throughout the region.

However, there were significant challenges to overcome. Despite a clear and demonstrated need for the role played by FOCAL, funding continues to be a serious concern. Helping to deepen and broaden the funding base to enhance FOCAL’s ability to fulfill its mandate will be an important goal for the Board over the coming year.

More fundamentally, there is a persistent need to promote general understanding of Canada’s interconnection with Latin America and the Caribbean. Too few are aware that even after excluding Mexico, Canadian investment in the region triples the volume of our investment in Asia or that some 11 per cent of recent immigration is from countries of the region or that Canada disburses nearly $500 million in development assistance a year or that nearly four million Canadians visit the region each year. The list goes on and on.

As new economic, social and political realities are stressing systems throughout the Western Hemisphere, it is more important than ever to ensure we have well-formulated policies and make informed decisions. The FOCAL Board has a special role to play in reaching out to key communities to increase knowledge and connection to this important region.

I am honoured to be the next Chair of the Board at this exciting time, and look forward to working closely with Board members and FOCAL’s constituents as we support FOCAL’s dedicated and creative team. I am also delighted that John Graham has agreed to continue to be actively involved, allowing us to benefit from his wise counsel, depth of insight and significant experience. FOCAL is immeasurably indebted to John for his service over the years and I know that you will all join me in expressing our deepest appreciation for his tireless efforts.

Change opens both new risks as well as new possibilities. As FOCAL seeks to maximize its impact in this era of challenging realities, we will benefit from the diversity and depth of expertise among Board members as well as the solid professionalism of FOCAL staff. It will be an exciting and rewarding year.
Note from the Executive Director

Despite a host of challenges in 2008, FOCAL continues to play a leading role in Canada as an advocate for, and source of information and ideas on Canada’s deepening relationship with the Americas.

This past year, FOCAL (and other Canadian non-government organizations) was forced to shut down temporarily when a funding agreement we expected to sign was delayed. Our situation mirrored the larger picture of a Canadian non-profit sector that was and remains under stress, a situation that has grown in severity with the onset of the economic crisis. Our board, with an in-flux of new members joining veteran members, is working closely with FOCAL’s dedicated staff to re-examine our funding model and aggressively find ways to redress and sustain FOCAL in the long-term. One could say then that the primary achievement of this year is that we continue not just to survive, but more remarkably, to thrive.

By signing a three-year agreement with the Canadian International Development Agency (CIDA) this year, we achieved a measure of financial stability. We are pleased with the vote of confidence in our work that comes with CIDA and the Government of Canada’s support. Under this program, FOCAL is embarking on new projects in health and education, focusing on marginalized populations and how Canada and the Americas can share and learn lessons from one another. Also part of this program is our labour mobility project, which released a report from a dialogue held in Mexico City that addresses the need for advancing labour mobility policy in North America. We look forward to continuing this dialogue with American, Canadian and Mexican officials, experts and informed civil society groups.

We are building on the success of our ground-breaking Mapping the Media in the Americas program, which layered media ownership with election results and provided a free, online analytical tool for media and democracy researchers. New online and interactive mapping tools using Geographic Information Systems (GIS) and socio-demographic data on labour migration as well as health and education inequities among Afro-descendent populations in Latin America and the Caribbean is the next step in our innovative use of this technology to create useful tools for policy analysis and research in these emerging areas.

Another significant change was the completion of our relationship with the Ford Foundation, which, alongside the International Development Research Centre (IDRC), provided generous support for the Research Forum on Cuba (www.cubasource.org). For the past eight years, Cuba-source has provided a vital, informed, critical and independent information source on Cuba in Spanish and English. We bid goodbye to the project’s longtime leader, Cristina Warren, and have welcomed the distinguished Dr. Archibald Ritter as our Interim Director, who will help us find new funding to continue this important and well-used information resource.

In advance of the Fifth Summit of the Americas in April 2009, FOCAL and the Inter-American Dialogue brought together leading thinkers from throughout the region to add depth and bring new ideas to the table for the Summit. The Hemispheric Think Tank Working Group released on FOCAL’s website the papers produced for two meetings in Ottawa this past September and in Washington, D.C. in January 2009 in advance of the Summit. FOCAL also published a Summit of the Americas edition of its monthly newsletter, FOCAL-Point: Canada’s Spotlight on the Americas, on the Summit and did another edition to bring timely analysis of the Summit’s results and possible directions for follow-up.
This work was complemented by a successful meeting of Caribbean civil society in Trinidad & Tobago in October 2008, as part of the lead-up and engagement strategy by the Organization of American States for the Summit. This work will continue in 2009 with meetings in Colombia to begin work on preparing for the 2012 Summit.

The year 2009 also marked the launch of the FOCAL Corporate Circle Canada in partnership with the Inter-American Dialogue’s Corporate Circle in the United States. The two circles are linked with joint membership benefits available to companies and a robust series of events planned for the coming year.

In 2009, we are also looking forward to the new faces on the Board of Directors and especially welcome Kathryn Hewlett-Jobes taking over as chair of the FOCAL board from John Graham. Ms. Hewlett-Jobes is returning to Ottawa after a long and distinguished career with the Canadian Foreign Service, where she served as High Commissioner to Jamaica and with the Inter-American Development Bank as Senior Advisor for the Caribbean. Ms. Hewlett-Jobes will be taking over at a critical moment in FOCAL’s evolution and we look forward to her guidance and experience in reaching new constituencies. In addition, Alain Berranger, formerly the Director of the Partnership and Business Development section at IDRC and current Executive-in-residence at the Schulich School of Business will take up the position of vice-chair of the board. Ms. Suz-anne Laporte, former vice-president for the Americas at CIDA and former ambassador to Brazil will be our next board secretary. I have had the privilege and pleasure to work with each of these individuals prior to their joining the board and I look forward to an instantly productive working relationship. We are fortunate, too, that John Graham has consented to remain with the board. His steady hand, insight, counsel and equally important sense of humour allowed the organization to survive a most difficult period. As proof that no good deed goes unpunished, he has been elevated to the position of Chair Emeritus.

FOCAL has much in development for 2009-2010. Though we have faced and overcome challenges and see more down the road, we also continue to see the opportunities and partnerships ahead that are the key to FOCAL’s future success.
Title: Health, Education and Marginalized Populations in Latin America and the Caribbean: An Initial Review of Policy
Author: Tandy Shephard
Series: Conference Report
Date published: July 2008

Title: Labour Mobility and Trade in the Americas: Current Frameworks and Socio-economic Implications
Author: Barbara MacLaren
Series: Research Paper
ISBN: 978-1-894992-52-7
Date published: June 2008

Title: Oportunidades económicas y el desarrollo indígena
Authors: Omaira Mindiola and Jean Pierre Chabot
PDF File Size: 1.73 MB
ISBN: 978-1-894992-51-0
Date published: May 2008

Title: Indigenous Governance Indicators for Corporate Social Responsibility Final Report
Authors: Omaira Mindiola and Jean Pierre Chabot
Series: Project Report
ISBN: 978-1-894992-51-0
Date published: May 2008

Title: Gobiernos Locales Indígenas en Ecuador
Author: Santiago Ortiz Crespo
Series: Policy Paper
Date published: April 2008

Title: Derechos de Pueblos Indígenas Vinculados a Actividades Extractivas
Author: Racquel Yrigoyen Fajardo
Series: Material de Trabajo
Date published: April 2008

Title: Sustainable Communities: Mining and Indigenous Governance
Series: FOCAL Policy Paper
Date published: March 2008
RESEARCH FORUM ON CUBA

Title: Chronicle on Cuba
Published: December 2008

Title: Chronicle on Cuba
Published: November 2008

Title: Chronicle on Cuba
Published: October 2008

Title: Chronicle on Cuba
Published: September 2008

Title: Chronicle on Cuba
Published: August 2008

Title: Chronicle on Cuba
Published: July 2008

Title: Chronicle on Cuba
Published: June 2008

Title: Chronicle on Cuba
Published: May 2008

Title: Chronicle on Cuba
Published: April 2008

Title: Chronicle on Cuba
Published: March 2008

Title: Chronicle on Cuba
Published: February 2008

Title: Chronicle on Cuba
Published: January 2008
Focus on Gender
Vol. 7, No. 9, December 2008
• Note from the Editors - No Crisis Response Can Afford to Forget Gender by Kate McInturff and Peter Moore
• Building Export Markets for Peruvian Women by Heather Gibb
• Uneven Progress Made in Closing the Gender Gap in the Americas by Kate McInturff
• Countering Violence Based on Sexual Orientation and Gender Identity in Latin America by Fernando D’Elio
• Estrategias para combatir la violencia basada en la orientación sexual e identidad de género en América Latina by Fernando D’Elio
• Gender, Health and Mobility: Health Concerns of Women Migrant Farm Workers in Canada by Janet McLaughlin
• We Need Inclusive Communities for Women by Markus Gottsbacher
• Necesitamos Comunidades Inclusivas para las Mujeres by Markus Gottsbacher

Vol. 7, No. 8, November 2008
• Note from the Editor - U.S. Needs Change Beyond Elections by Peter Moore
• Are Trends in Money Transfers to Latin America Shifting Downward? by Manuel Orozco
• Obama, Cuba and Latin America: Renewal and Reconciliation? by Archibald R.M. Ritter
• Will Canada and Barack Obama Collide in the Americas? by Peter McKenna
• Mexico: le nerf de la guerre anti-narcotique by Nathalie Gravel
• Mexico: the Core of the War Against Drugs by Nathalie Gravel
• 2008: Supply Shock in the Cuban Economy by Pavel Vidal Alejandro

Vol. 7, No. 7, September 2008
• Note from the Editor - Canada Can Be a Leader Among Leaders by Peter Moore
• Canada-Brazil Relationship Much Improved and Evolving by Paulo Cordeiro de Andrade Pinto, Ambassador of Brazil to Canada
• Canada and Brazil in Haiti: Passing the Military Torch, but What of the Moral One? by Kai Michael Kenkel
• The Jamaican Diaspora’s Role in Jamaica’s National Development by Earl Jarrett
• The Role of Micro-loans in the Cuban Economy, Today and in the Future by Karina Gálvez
• Papel del Micropréstamo en la Economía Cubana Hoy y en el Futuro by Karina Gálvez
• Crime and Violence: Civil Society Perspectives by Phil Gonzalez
• Canada and the Americas, One Year After Mr. Harper’s Visit by Carlo Dade

Vol. 7, No. 6, July-August 2008
• Note from the Editor - A Summit of the Americas for Canadians by Peter Moore
• Making the Fifth Summit the Finest So Far by Richard Feinberg
• Why We Are Together by Peter Hakim
• The Fifth Summit Needs a Big Idea to Stay Relevant by Paul Haslam
• Summit Reform: Taking a Deeper Look by Racquel Smith
• Energy Security and Energy Cooperation in the Americas by Anthony T. Bryan
• The OAS at Sixty: Renaissance or Senescence? by John W. Graham

Vol. 7, No. 5, June 2008
• Note from the Editor - Canadian Justice? by Peter Moore
• Ecuador’s Mineral Crossroads: Canada’s Commitment? by Ian Harris
• No Consensus on PEMEX by Olga Abizaid
• Will Millions More People in Poverty Really Change Agricultural Policies? Focus on Haiti by Amélie Gauthier
• Canada and Latin America: Rocks Ahead? by Carlo Dade
• Securing Health Services in Guatemala for the Families of Migrant Workers by Barbara MacLaren
• Scratching the Surface of Social Protection for Migrants by Eleanor Sohnen
• Mexican Military Not a Long-term Solution to Drug War by Alejandro Sánchez Nieto
Vol. 7, No. 4, May 2008
- Bolivia’s Elusive Middle Ground by Rachel Schmidt
- Campaign Rhetoric and Real Policy Choices: The U.S. Scramble for Votes by Abraham F. Lowenthal
- Beyond 0.7 Per Cent: Targeting Investment and Trade by Danielle Goldfarb
- The Innovation Gap: Technology and Pharmaceuticals in Latin America by Marta Oprisan
- Cuba’s Convertible Peso: Monetary Duality and Economic Distortion by Pavel Vidal Alejandro
- El peso convertible de Cuba: La dualidad monetaria y distorsión económica by Pavel Vidal Alejandro

Vol. 7, No. 3, April 2008
- Note from the Editor - The “New” Face of Inequality by Rachel Schmidt
- Trade Agreements and Prosperity: Are We Overselling the Link? by Laura Ritchie Dawson
- The Fight Against Poverty in Latin America by Inés Bustillo
- Trade Related Technical Assistance and the New Trade Policy Agenda by Brian McKay
- Inequality in the Ecuadorian Andes: Jambi Huasi and Indigenous Women’s Health by Carrie Dickenson
- Canada and Colombia: The Prospects of Free Trade by Whitney Ersman
- Gauging Free Trade Agreements: Why Big Expectations Mean Bigger Enemies by Vladimir Torres

Vol. 7, No. 2, March 2008
- Note from the Editor - Castro’s Quiet Exit by Rachel Schmidt
- Youth Employment Strategies: Developing Human Capital in Brazil by Jenna-Dawn Shervill
- The Ironies of Colombia Free Trade by Joachim Bamrud
- Costa Rica: Development at a Crossroads by Peter Krupa
- Good “Politics,” Bad Policy: Washington’s Approach to Latin America by Adam Isacson
- Advancing the Rights of Migrant Women; Barb MacLaren interviews Tanya Basok
- Shifting Political Identities: Gender Roles in Venezuela’s ‘New’ Citizenship by Jennifer Peirce
- High Noon at the Orinoco River: Venezuela and Exxon-Mobil by Luis A. Pacheco

Vol. 7, No. 1, January-February 2008
- Note from the Editor - Looking Ahead for 2008 by Rachel Schmidt
- The Challenges of Female Entrepreneurship; FOCAL Q&A with the Honourable Helena Guergis, Secretary of State for Foreign Affairs and International Trade
- Canada’s Role in a Regional Crime Spree by Rachel Schmidt and Carlo Dade
- Cuba: Waiting for Change by Cristina Warren
- Alternative Development Approaches: A Conversation with Brazil’s Gilberto Gil by Racquel Smith
- Defining Canada’s Role in the World by Jason Dice
- Protecting Land Rights: The Effects of Private Investment in Indigenous Territories by Omaira Mindiola
- Protegiendo los derechos a la tierra: Los resultados de la inversión privada en los territorios de los pueblos indígenas by Omaira Mindiola
FOCALAnnualReport2008

Publications

FOCALPoint: Special Editions

Special Edition on Energy 2, July 2008
With the Inter-American Dialogue’s Latin America Energy Advisor
- Note from the Guest Editor by Robert Simpson
- Alberta Oil Sands: Sustainable Energy Security for the Americas? by Satya Das
- Latin America’s National Oil Companies Differ Greatly by J. Matteson Ellis
- Will Argentina Make It Through the Southern Hemisphere Winter? Q & A with Maria Velez de Berliner, Jose Martinez de Hoz, Juliette Kerr, Luciano Gremone
- Are Fuel Subsidies Helping Latin America? by Jeremy Martin
- What Does a World Bank Report Mean for Biofuels in the Region? Q & A with Cláudio Frischtak, C. Ford Runge, Roger Tissot
- U.S. Policy and Energy Security in the Americas by Johanna Mendelson Forman and Susana Moreira

Special Edition on Energy 1, March 2008
- Note from the Guest Editor - Examining Energy Security by Jean Pierre Chabot
- Can Local Communities Benefit from Energy Development? by Kathryn Hewlett-Jobes
- Indigenous Peoples and Energy Development: A Matter of Respect by David Lertzman
- Dutch Disease: A Threat to Latin America’s Current Growth Spurt? by Albert Berry
- Cuba’s Green Gold by Jorge R. Piñon
- Sources of Financing, Risks and Premiums: Funding Options for Energy Projects by Carlton Osakwe
- Unlocking the Potential of the Canadian Energy Industry in the Americas by Phil Gonzalez

Special Edition: Media and Democracy in the Americas, February 2008
- Note from the Guest Editor by Laurie Cole
- Pluralism and Media Concentration in Latin America by Martín Becerra
- Pluralismo y concentración en América Latina by Martín Becerra
- Caught in the Crossfire: Media and Democracy in Mexico by Juan Humberto Vital
- El público en medio: La democracia y los medios en México by Juan Humberto Vital
- Fighting Corruption in Latin America: Media Challenges by Ricardo Uceda
- Retos de los medios ante la corrupción en América Latina by Ricardo Uceda
- Venezuela and the Invisible Gag of Self-Censorship by Ewald Scharfenberg
- La mordaza invisible de la autocensura deja rastro en Venezuela by Ewald Scharfenberg
- Media Concentration and Challenges to Pluralism by Claudia Lagos Lira
- Medios concentrados y desafíos para el pluralismo by Claudia Lagos Lira
FOCAL in the Media

“Temporary foreign workers need to be treated fairly”
Barbara MacLaren, FOCAL, and Luc Lapointe, Connexion Internationale
Dec. 31, 2008
Guelph Mercury

“Mexico: Crime is everywhere, punishment elusive”
Marina Jiménez
Dec. 21, 2008
Globe & Mail

“Colombian Connection”
The Agenda with Steve Paikin
Dec. 19, 2008
TVO

“Hemispheric Agenda Aims to Employ Youth, Engage Civil Society”
Eric Green
Oct. 31, 2008
America.gov, USAID

“Will NAFTA be revised in the next US administration, and if so, what sort of revisions to the agreement are possible or likely? How would Canada and Mexico?”
Carlo Dade
Oct. 17, 2008
Latin American Advisor

“Venezuela, Colombia Priorities Revealed”
Lee Berthiaume
Oct. 8, 2008
Embassy

“Foreign minister risks irrelevance in post-Bush world”
Allan Woods
June 25, 2008
Toronto Star

“South of the Border Down Mexico, Guatemala, Brazil, Chile and Argentina Way”
Ana Maria De La Fuente
Spring 2008
Ryerson Review of Journalism

“Colombia Trade Deal Division”
Lee Berthiaume
June 11, 2008
Embassy
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<td>“Haiti Fades as Washington’s Shadow Grows”</td>
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<td>“Haitian Riots, Unrest ‘Major Setback’ to Image”</td>
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<td>Fading Hope for Ingrid Betancourt?</td>
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<td>Vladimir Torres</td>
<td>March 20, 2008</td>
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<td>“The Root of the Andes Crisis: Hugo Chavez”</td>
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<td>CTV interviews FOCAL analyst Vladimir Torres on the escalating tensions between Colombia, Ecuador and Venezuela.</td>
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<td>“A Broker’s Role for Canada”</td>
<td>Tim Harper</td>
<td>Feb. 20, 2008</td>
<td>The Toronto Star</td>
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<td>Vladimir Torres (FOCAL analyst) participates by phone in live television debate on Cuba’s future.</td>
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<td>“Canadians Respond to U.S. Immigration Debate”</td>
<td>Nicole Kallmeyer</td>
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<td>CBC News</td>
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<td>CBC interviews FOCAL analyst Vladimir Torres on the escalating tensions between Colombia, Ecuador and Venezuela.</td>
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MEETINGS & DIALOGUE

Port of Spain, Trinidad and Tobago
Oct. 30-31, 2008

Hemispheric Think Tank Working Group on the 2009 Fifth Summit of the Americas
Ottawa, Canada
Sept. 22, 2008

Expert Dialogue on Labour Mobility
Mexico City, Mexico
June 23-24, 2008

Health, Education and Marginalized Populations in Latin America and the Caribbean: An Initial Review of Policy
Ottawa, Canada
June 9, 2008

Thirty-Eighth Regular Session of the Organization of American States General Assembly
Medellín, Colombia
June 1-3, 2008

When Is Democracy in Peril? A Discussion with Former Venezuelan Ambassador Milos Alcalay
Ottawa, Canada
May 20, 2008

Democratic Governance in Canada: A Symposium to Inform Summit of the Americas Discussions
Ottawa, Canada
May 15, 2008

The Canada-Colombia Free Trade Agreement: A Discussion with Colombian Vice-President Francisco Santos
Ottawa, Canada
May 9, 2008

Hemispheric Civil Society Forum
Miami, United States
May 1-3, 2008

“Partnering with Civil Society” OAS Civil Society Forum
Washington, D.C.
March 11-14, 2008

Bolivia: Assessing Progress and Potential
Ottawa, Canada
January 14, 2008
May 1-3, 2008

“Partnering with Civil Society” OAS Civil Society Forum
Washington, D.C.
March 11-14, 2008

Bolivia: Assessing Progress and Potential
Ottawa, Canada
Jan. 14, 2008
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

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Bob Anderson
Vice-Chair

Michael Bell
Secretary

Anthony M. P. Tattersfield
Treasurer

Carlo Dade
Executive Director
(ex-officio)

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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 Abizaied, *Program Director*

Alexa Barrera, *Project Manager*

Jean-Pierre Chabot, *Project Coordinator*

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

Sandra Jackson, *Director of Finance and Operations*

Diane Larabie, *Office Manager*

Sherry Lozano, *Director of Finance*

Barbara Maclaren, *Project Manager*

Omaira Mindiola, *Project Manager*

Peter Moore, *Director of Communications / Editor*

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

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<tr>
<td><strong>CAPITAL ASSETS</strong></td>
<td><strong>4,148</strong></td>
<td><strong>10,330</strong></td>
</tr>
<tr>
<td></td>
<td><strong>83,635</strong></td>
<td><strong>$251,952</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>57,024</td>
<td>89,584</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>77,880</td>
<td>120,354</td>
</tr>
<tr>
<td></td>
<td><strong>134,904</strong></td>
<td><strong>209,938</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in capital assets</td>
<td>4,148</td>
<td>10,330</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(55,417)</td>
<td>31,684</td>
</tr>
<tr>
<td></td>
<td><strong>(51,269)</strong></td>
<td><strong>42,014</strong></td>
</tr>
<tr>
<td></td>
<td><strong>83,635</strong></td>
<td><strong>$251,952</strong></td>
</tr>
</tbody>
</table>
## Schedule of Expenses and Revenues

For the year ending December 31, 2008

<table>
<thead>
<tr>
<th>PROJECT REVENUES</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian International Development Agency</td>
<td>639,707</td>
<td>758,475</td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>177,670</td>
<td>217,266</td>
</tr>
<tr>
<td>International Development Research Centre</td>
<td>1,007</td>
<td>34,571</td>
</tr>
<tr>
<td>Contributions In-Kind</td>
<td>40,053</td>
<td>29,000</td>
</tr>
<tr>
<td>Carter Center</td>
<td>-</td>
<td>49,317</td>
</tr>
<tr>
<td>Private Donations (Board of Directors)</td>
<td>1,040</td>
<td>-</td>
</tr>
<tr>
<td>Corporate Circle</td>
<td>4,017</td>
<td>-</td>
</tr>
<tr>
<td>Foreign Affairs Canada</td>
<td>-</td>
<td>49,637</td>
</tr>
<tr>
<td>Inter-American Development Bank (In Kind)</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Inter-American Foundation</td>
<td>1,667</td>
<td>-</td>
</tr>
<tr>
<td>Participa</td>
<td>31,149</td>
<td>30,591</td>
</tr>
<tr>
<td>Open Society Institute</td>
<td>21,715</td>
<td>76,329</td>
</tr>
<tr>
<td>Programme d'appui au Parlement haitien</td>
<td>-</td>
<td>31,095</td>
</tr>
<tr>
<td>Georgetown University</td>
<td>-</td>
<td>5,870</td>
</tr>
<tr>
<td>Walter &amp; Duncan Gordon Foundation</td>
<td>-</td>
<td>6,755</td>
</tr>
<tr>
<td>CIFAL Atlanta (In Kind)</td>
<td>-</td>
<td>8,940</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>10,060</td>
</tr>
<tr>
<td>Corporate Contributions (Indigenous)</td>
<td>25,500</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>943,525</strong></td>
<td><strong>1,289,716</strong></td>
</tr>
</tbody>
</table>
# Schedule of Expenses and Revenues

**EXPENSES**

<table>
<thead>
<tr>
<th>Projects</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>27,884</td>
<td>29,391</td>
</tr>
<tr>
<td>Meeting and seminar logistics</td>
<td>20,043</td>
<td>32,629</td>
</tr>
<tr>
<td>Office</td>
<td>10,999</td>
<td>10,262</td>
</tr>
<tr>
<td>Partnerships</td>
<td>104,905</td>
<td>120,128</td>
</tr>
<tr>
<td>Printing and publications</td>
<td>16,395</td>
<td>32,054</td>
</tr>
<tr>
<td>Project consulting</td>
<td>67,191</td>
<td>73,082</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>486,129</td>
<td>555,061</td>
</tr>
<tr>
<td>Travel</td>
<td>123,700</td>
<td>210,396</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>857,246</td>
<td>1,063,003</td>
</tr>
</tbody>
</table>

Add: Allocation of operating expenses

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Add: Allocation</strong></td>
<td>85,232</td>
<td>251,299</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>942,478</td>
<td>1,314,302</td>
</tr>
</tbody>
</table>

**Operating**

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortization</td>
<td>6,182</td>
<td>7,216</td>
</tr>
<tr>
<td>Board and staff meetings</td>
<td>8,528</td>
<td>15,000</td>
</tr>
<tr>
<td>Communications</td>
<td>11,092</td>
<td>11,507</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,674</td>
<td>4,760</td>
</tr>
<tr>
<td>Leases and maintenance</td>
<td>22,148</td>
<td>6,962</td>
</tr>
<tr>
<td>Office</td>
<td>15,565</td>
<td>17,278</td>
</tr>
<tr>
<td>Printing</td>
<td>4,347</td>
<td>2,749</td>
</tr>
<tr>
<td>Professional fees and consultants</td>
<td>34,842</td>
<td>16,916</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>22,121</td>
<td>154,129</td>
</tr>
<tr>
<td>Travel</td>
<td>-</td>
<td>1,146</td>
</tr>
<tr>
<td>Occupancy</td>
<td>78,597</td>
<td>74,450</td>
</tr>
<tr>
<td></td>
<td>208,096</td>
<td>312,113</td>
</tr>
<tr>
<td>Less: Allocated to projects</td>
<td>(85,232)</td>
<td>(251,299)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>122,864</td>
<td>60,814</td>
</tr>
</tbody>
</table>