Message from the Executive Director

Since this Spring 2000 edition of FOCAL POINT is my first as Executive Director, I am truly pleased to present our readers with a picture of vibrant and exciting times at FOCAL. FOCAL's small staff of policy analysts have been extremely active designing, developing and formulating ideas and initiatives which address new and important issues in the Americas. In undertaking each of these activities, we are implementing the vision endorsed by FOCAL's Board of Directors in 1998, of a policy centre which acts as a bridge between the research community and the policy circles in Canada and in Latin America and the Caribbean. With our timely workshops and a steady stream of Policy Papers, FOCAL is becoming the hub of a growing network of experts. With this, comes rising credibility and growing demand for our participation in events sponsored by other institutions.

In my first four months as Executive Director, I have travelled a good deal across Canada and to some countries of the Americas, working with our partners and identifying new policy issues where FOCAL can make a useful contribution. My visits to some of Canada's academic centres dedicated to Latin American and Caribbean Studies have opened up new sources of input and exchange of ideas which I hope will enrich our work in the coming year. In high level meetings with senior officials and representatives from the various countries of the Americas, I have had the occasion to both support initiatives that promote greater inter-American cooperation, and to caution against initiatives which might be misunderstood by specific sectors or specific countries. This role as sounding board seems to be a growing one for FOCAL.

continued on page 2
Changes in staffing continue. New Administrative staff are being recruited, and the Policy Staff will have important additions by the end of the summer. We will have the advice and guidance of a new Senior Fellow, Dr. Julia Sagebien, who has long been a vocal supporter of FOCAL’s efforts to make a leading contribution in the formulation of Canada’s policies for the Americas. Julia Sagebien will be particularly helpful in creating an advisory group of leading thinkers and experts on hemispheric issues. This group, which we informally refer to as “North Star” at FOCAL, will meet for the first time in the summer of 2000 with the objective of assisting us to identify new areas of focus and partnership for FOCAL’s programming beyond 2001.

As most of our readers know, we are now one year away from the Canadian Summit of the Americas, which will be held in Quebec City in April 2001. Our challenge at FOCAL will be to balance our activities between those related to the Summit process, and those which constitute continuing strategic areas of concern for Latin America and the Caribbean. The kick-off to the Summit year will happen at the General Assembly of the Organization of American States (OAS) being held in Windsor, Ontario from June 4-6. We look forward to seeing many of our partners and colleagues there. Watch for new publications from FOCAL prior to and at the General Assembly.

Program Areas

Inter-American Relations

Newsmaker Breakfast

The Canadian Foundation for the Americas (FOCAL) hosted a Newsmaker Breakfast in cooperation with the National Press Club Ottawa on February 25th. Over one hundred participants listened to Peter Hakim, President, Inter-American Dialogue and Luigi Einaudi, Senior Fellow of the Dialogue, present their views on hemispheric trends and challenges. Peter Hakim outlined five challenges facing the region in the next phase of the Summit of the Americas process: economic growth, the need to avoid the “boom and bust” syndrome with respect to economic stability, the need to improve the quality of governance, issues of poverty and inequality and the need for continued work on integration in the Americas, with all parties moving towards hemispheric cooperation. Luigi Einaudi underlined the critical role that Canada can play in determining whether the Summit of the Americas becomes a major political forum in the Americas, or merely a “meeting of presidents”. Canada’s approach to inter-American relations through multilateralism and support of international cooperation makes it unique in a system where many participants remain focused on domestic priorities and favour bilateral approaches.

Regional Cooperation and International Integration in Central America

On April 6th and 7th FOCAL and the Washington D.C.-based Inter-American Dialogue, in cooperation with the Central American Bank for Economic Integration, hosted a workshop in Tegucigalpa, Honduras on “Regional Cooperation and International Integration in Central America”. Participants discussed the ways by which a more effective regional cooperation can be achieved between Central American countries. A report on the meeting will be available from FOCAL later in the spring.

Summit 2001 – A Joint Newsletter on the Quebec City Hemispheric Summit

FOCAL, in cooperation with the Summit of the Americas Center (SOAC), Latin American and Caribbean Center at Florida International University, issued the second of a series of joint newsletters on the Quebec City Hemispheric Summit, in March 2000. Written by FOCAL’s policy analysts, this bulletin highlighted the results of a number of key meetings and discussions on Summit and OAS issues. The newsletter is available in hard copy in English from the FOCAL offices and in PDF format at the FOCAL web site (www.focal.ca). Thanks to the support of the Department of Foreign Affairs and International Trade, the March issue is also available in French.
Governance and Human Security

Transparency and Corruption - A FOCAL Workshop and Policy Paper

"Transparency and Corruption" was the topic of a workshop organized by FOCAL in February 2000 at the offices of Ernst and Young LLP, Chartered Accountants in Montreal. Nearly 30 experts from Canada, the United States and Latin America discussed existing efforts to reduce corruption in the Americas, the obstacles for further progress, and further policy options. Participants highlighted the impressive progress made so far, but also cautioned that collective action, the support of international financial institutions and the concerted commitment by governments of the region is needed, if this process is to yield concrete and lasting results. They also suggested a range of concrete measures that governments of the Hemisphere can consider as they prepare new policy initiatives for the Third Summit of the Americas (Quebec City, 2001).

FOCAL has published a policy paper, Canada’s Role in Promoting Transparency in the Americas, based on the discussions that took place at the workshop. Copies of the paper are available from the FOCAL office and on the web site (www.focal.ca). Both the paper and workshop were made possible thanks to support from the Department of Foreign Affairs and International Trade.

As a result of its work on corruption, FOCAL was invited to participate at a Special Session of the Working Group on Probity and Public Ethics of the Organization of American States on March 31, 2000. Under the heading “Enhancement of Probity and the Fight Against Corruption in the Hemisphere”, representatives from multilateral organizations, the private sector, civil society and academia spoke about the specific roles each of them can fulfill in the inter-American campaign to minimize corruption. Florencia Jubany delivered a presentation from a Canadian perspective on how civil society can contribute to the region’s efforts to deter corruption.
Threats to Democracy in Latin America - A FOCAL Workshop and Policy Paper

On March 4th, FOCAL, along with the Institute of International Relations at the University of British Columbia, co-sponsored a workshop on Threats to Democracy in Latin America in Vancouver. Participants analyzed a range of recent events and trends that have generated concerns over the quality and future of democratic governance in many Latin American countries. They also discussed various policy options and priorities for regional officials in developing the agendas for upcoming hemispheric events, including the Summit of the Americas to be held in Quebec City in 2001. A FOCAL policy paper on democracy in the Americas and Canada's policy options, based on the discussions at the workshop, is now available. The workshop and policy paper were made possible thanks to support from the Canadian Centre for Foreign Policy Development (CCFPD).

Social Policy

Engaging with Civil Society - Lessons from the OAS, FTAA and Summits of the Americas

In the fall of 1999 FOCAL contributed to a research project with the North-South Institute (NSI) in Ottawa. The purpose was to address a theme that has generated heated debate among policymakers and representatives of civil society organizations (CSOs) throughout the Americas: how and whether to incorporate civil society views into multilateral instruments and processes. The resulting paper, Engaging with Civil Society - Lessons from the OAS, FTAA and Summits of the Americas, written by Yasmine Shamsie of York University, is available for download in English and Spanish at the FOCAL web site (www.focal.ca).
Research Forum on Cuba

Establishment of the FOCAL Research Forum on Cuba

In February 2000 FOCAL established its Research Forum on Cuba, a new program area designed to improve the level of understanding and quality of policy discussion on the immediate issues and longer-term trends and challenges facing Cuba, and on the opportunities and obstacles for constructive cooperation with the island. The Research Forum on Cuba is comprised of four activity areas:

Commissioned Papers: FOCAL will publish commissioned studies and background papers to clarify domestic and international trends and issues related to Cuba.

Forum Meetings: These will be by invitation-only for key actors involved in the formulation and implementation of Canada’s policy of constructive engagement who will hold in-depth discussions on Cuba-related issues and developments. The first meeting was held in Ottawa on May 17, 2000.

Speaker’s Series: Ad-hoc presentations will be held in Canada to inform the Canadian policy community, and a wider Canadian audience, about developments regarding Cuba on an ongoing basis.

www.cubasource.org: FOCAL will develop a web site comprising the most relevant and useful information on Cuba available on the web. Aimed at government officials, scholars, non-governmental organizations, students and the media, the web site will contain:

- commissioned papers produced by the program;
- a bibliography of important sources of research and analysis;
- a calendar of international Cuba-related conferences;
- an annotated directory of internet links to other useful information on the web, such as on-line databases, news, key interest groups and organizations.

FOCAL’s Research Forum on Cuba is directed by Cristina Warren, Program Manager.

CCFPD Meeting on Canada-Cuba Relations

On January 18th Nobina Robinson and Cristina Warren participated in a roundtable organized by the Canadian Centre for Foreign Policy Development (CCFPD) on Canada-Cuba relations. Participants shared insights and provided expert advice on Canadian experience with Cuba to date, positive and negative developments in the bilateral relationship, and possible future courses for Canadian relations with the island.

Toronto Meeting on Cuban Foreign Policy

Cristina Warren, attended a roundtable discussion at the University of Toronto on January 21st. The roundtable examined the prospects and challenges facing Cuban foreign policy as it moves into the new millennium. The session provided an excellent overview and analysis of Cuba’s foreign policy priorities as it responds to the new international context since 1989, when Cuba entered its “special period”. A large portion of the session was dedicated to the US-Cuba relationship.

CRIES Meeting

On February 28th and 29th Cristina Warren represented FOCAL as an observer in a meeting in Havana of CRIES (la Coordinadora Regional de Investigaciones Económicas y Sociales), a network of approximately 30 research centres based in the Caribbean and Central America. The event identified a number of research priorities for the region, including sustainable development, environmental disasters, economic integration, and civil society participation in integration and gender issues.

FOCAL’s Youth International Internship Program

Junior Professional Trainees at Inter-American Organizations 2000-2001

FOCAL is now accepting applications for its Junior Professional program at Inter-American Institutions for 2000-2001. FOCAL will place interns with the Organization of American States (OAS), Pan American Health Organization (PAHO), UN Economic Commission for Latin America and the Caribbean (ECLAC) and Inter-American Development Bank (IDB) in Washington, D.C. in September 2000. This program is offered with the support of the Department of Foreign Affairs and International Trade, and is in its third year. Details of the program and how to apply are posted on the web site (www.focal.ca).

Junior Professional Trainees at the Organization of American States 1999-2000

FOCAL was pleased to welcome back its eight Junior Professionals who worked at the Organization of American States in the fall of 1999, with financial support from the Department of Foreign Affairs and International Trade (DFAIT) and the Canadian International Development Agency (CIDA). For more information on these Junior Professionals and their work, please check FOCAL’s web site (www.focal.ca).
Executive Director's Travels

Since January, Nobina Robinson has met with leading Canadian scholars in Latin American and Caribbean Studies at several Canadian universities, in order to identify strengths and opportunities for the development of joint initiatives. In March she participated in “Think Link” a meeting of Canada’s independent policy and research institutions organized by the Institute for Research and Public Policy and the Canada West Foundation. The meeting was a first attempt to create an association of think tanks and policy institutes to share information on matters of mutual importance, such as changes to rules in federal non-for-profit tax status, and fund-raising strategies. In April, Nobina Robinson met with the President of the Inter-American Development Bank, Enrique Iglesias during a full day of speeches and private discussion both at York University and at University of Toronto.

Appointment of FOCAL Senior Fellow 2000-2001

FOCAL is pleased to welcome Professor Julia Sagebien of Dalhousie University as our new Senior Fellow. Dr. Sagebien, who is Associate Professor in the School of Business Administration, is a specialist in public policy and private sector competitiveness, with a Latin American focus. A member of FOCAL’s Research Forum on Cuba, Dr. Sagebien is the author of many publications on economic issues affecting the Latin American and Caribbean region, with specific emphasis on Cuba (see Executive Director's Message).

Miami Conference on the Caribbean and Latin America

Pierre Bouchard represented FOCAL at the 23rd annual Miami Conference on the Caribbean and Latin America that took place in December 1999. This important event, held annually, brings together business and government leaders from throughout the Americas. Taking place on the heels of the Seattle World Trade Organization (WTO) Ministerial Conference, the Miami Conference gave FOCAL the opportunity to get a first-hand account, from key government players who were present at Seattle, of the sequence of events that led to the failure of the WTO talks. The presence of Caribbean and Central American representatives at this event also helped FOCAL better understand the key issues and players of smaller economies of the hemisphere.

FOCAL Executive Director Meets with Canadian Foreign Minister

Nobina Robinson was invited to speak with Minister Axworthy on January 4th, prior to his departure for a trip to Latin America and the Caribbean. Along with other experts and departmental officials, Ms. Robinson and Minister Axworthy shared views on the principal challenges facing countries of the region. Ms. Robinson also provided her perspective on Canada’s preparation for the Third Summit of the Americas to be held in Quebec City, Canada in April 2001. FOCAL’s strong support for the work of the OAS was emphasized at this meeting, and Ms. Robinson endorsed the Canadian priority of continuing to reform the hemisphere’s only political forum.

Consultative Group on Mexico

On January 14th Stacey Wilson-Forsberg presented a brief overview of the campaigns on the road to Mexico’s July 2, 2000 presidential election. The presentation was part of a Consultative Group on Mexico organized by the International Centre for Human Rights and Democratic Development (ICHRDD). The one-day session, which involved members of the Americas Policy Group of the Canadian Council for International Cooperation, academics, and government officials, focused on the human rights situation and recent democratic reforms in Mexico. It concluded with a discussion of the role of the Canadian government and Canadian civil society actors in assisting the deepening of democracy in Mexico.

Business Ethics

“Who bribes whom and how often?” was the topic of a Toronto-based meeting organized by the Canadian Centre for Ethics and Corporate Policy and the Canadian chapter of Transparency International (TI) in January. FOCAL was represented at the meeting by Florencia Jubany. The meeting coincided with the launching by TI of a new corruption perception index – the Industrial Sector Ranking Index. Based on interviews with business executives, lawyers, accountants and bankers, the index shows that the construction and arms industries are seen as the business sectors with the greatest propensity to pay bribes to government officials in emerging market economies.

Visit with the Costa Rican Vice-Minister of Foreign Trade

The Costa Rican Deputy Minister of Foreign Trade, Anabel González, and the Director General of Foreign Trade, Gabriela Llobet Yglesias, met with FOCAL on January 31st, to exchange views on the prospects and challenges of a potential Free Trade Agreement (FTA) between Canada and their country. FOCAL believes that a FTA with Central America, led by Costa Rica, could strengthen Canada’s foreign and trade policy agenda for the hemisphere. Such an agreement would also serve as a building block for the Free Trade Area of the Americas (FTAA), and as a model for future North-South hemispheric trade negotiations.

Key Note Presentation at Monthly Meeting of Latin American Ambassadors in Ottawa

Nobina Robinson was the keynote speaker at the monthly luncheon of the Latin American Ambassadors to Canada on February 4th. She engaged in free-flowing dialogue about the preparations for the April 2001 Summit of the Americas in Quebec City, and expressed her views regarding Canadian priorities for the Summit. Some of the discussion centred on the prospects for the Canada-Costa Rica Free Trade Agreement, negotiations for which were announced in Canada during the visit of Costa Rican President Miguel Rodriguez in January.

OAS Special Committee on Inter-American Summits Management

In an effort to open the Summit process to input from civil society groups the OAS Special Committee on Inter-American
Summits Management held a meeting on February 18th in Washington. This was the second time such a meeting was open to civil society participation from the region. **FOCAL** was represented by Nobina Robinson and Pierre Bouchard. The Special Committee was put in place to review progress in fulfilling the mandates conferred at the Summit of the Americas. The meeting reviewed progress in five areas of the Santiago Plan of Action: Democracy and Human Rights, Migrant Workers, Indigenous Populations, Property Registration, and Financial Markets. Papers from the meetings are available at the OAS web site (www.summit-americas.org).

**Latin American Studies Association (LASA)**

**Bi-Annual Conference March 15-18, 2000**

FOCAL’s policy analysts Cristina Warren, Martin Roy, and Stacey Wilson-Forsberg represented FOCUS at the XXII International Congress of the Latin American Studies Association (LASA) held in Miami on March 15-18, 2000. The theme of the International Congress was Hands Across The Hemisphere: Cooperation And Connections For The New Millennium. Topics of particular interest to FOCUS representatives included: U.S. – Latin American relations, hemispheric relations, social policy issues, security matters, and sub-regional and country-specific topics such as Central American integration, the upcoming Mexico presidential election, and Cuba.

**Canadian Institute of International Affairs (CIA)**

**Annual Foreign Policy Conference**

This Way to the Global Village was the title of the annual conference of the Canadian Institute of International Affairs, held on March 17-19 in Toronto, and attended by FOCUS’s Florencia Jubany. Renowned panelists considered prospects for dollarization in the Americas, examined the future of the world trading system after the Seattle debacle, and tried to answer controversial questions such as “Can Canada be green and competitive?” and “Are too many missing the global bus?” One recurring theme was the need for more corporate social responsibility, particularly with respect to the environment. Another was the need for better global governance, including reform of the United Nations and the World Trade Organization to make them more efficient and representative.

**Colombia: Armed Conflict, Peace Prospects & Democracy**

In March 2000, Martin Roy attended the conference Colombia: Armed Conflict, Peace Prospects & Democracy in Miami. This event, organized by the Summit of the Americas Center (SOAC) and Latin American and Caribbean Center (LACC) of Florida University, brought together Colombian experts to discuss the dilemmas and options of the current Colombian Peace Process. The conference helped FOCUS improve its understanding of Colombian internal issues and expand its network of security experts dealing with security and governance issues.

**Fourth Annual Peacebuilding Consultations**

Martin Roy was a resource person at a workshop on Colombia during the Fourth Annual Peacebuilding Consultations held in March 2000 in Ottawa. This event, organized by the Department of Foreign Affairs and International Trade and the Canadian Peacebuilding Coordinating Committee, focused on issues and priorities of the current Canadian peacebuilding agenda in different part of the world. Participants analyzed the role of the international community in the Colombian peace process and options for peacemaking and peacebuilding. They also evaluated mechanisms that could be established to enhance Canadian peacebuilding contributions. Mr. Roy’s contribution was based in part on his recent FOCUS policy paper on the Colombian peace process.

**Human Security Issues in the OAS - An American Perspective**

In April 2000, Martin Roy made a presentation at a seminar on Human Security Issues in the OAS – An American Perspective, organized by the Canadian Council for International Peace and Security (CCIPS) and the United States Embassy in Ottawa. Responding to a speech on hemispheric security by Ambassador Ronald D. Godard, U.S. Deputy Permanent Representative to the OAS, Mr. Roy emphasized the need to reform the OAS institutions dealing with security issues. He also emphasized that Canada needs to design a human security agenda for the hemisphere that is based on a realistic assessment of its own foreign policy capacity, and which, at the same time, addresses Latin American and Caribbean’s core interests and concerns.

**The Monetary Future of the Americas**

Dollarization was the focus of discussions at an April conference in Montreal on “The Monetary Future of the Americas”, organized by the Teleglobe Raoul-Dandurand Chair and the Montreal Council on International Relations, which was attended by FOCUS’s Pierre Bouchard. Specialists from around the world generally came to the conclusion that even though, in the short term, dollarization may not be the best solution for the macro-economic problems of countries of the Americas, the direction of finance and trade may make this option more attractive in the medium to long term.

**FOCAL Web Site**

Several improvements have been made to FOCUS’s web site since our last issue of FOCUS POINT. Our links page has been revised and updated to include the addresses many of FOCUS’s partners and networks in the America. Please send your comments and suggestions to mcadena@focal.ca
Upcoming Events at FOCAL and Beyond

May 24-29: American Assembly Meeting, Costa Rica
June 3-5: Hemispheric Integration and Democracy in the Americas: Citizenship, Participation and Accountability, Windsor, Ontario
June 4-6: 30th Annual General Assembly of the Organization of American States, Windsor, Ontario
June 22: FOCAL Board of Directors Meeting, Ottawa
August: FOCAL Workshop on Mexico (by invitation), Ottawa

For a calendar of hemispheric events, please refer to the FOCAL web site.

Have You Read?

The Canadian Foundation for the Americas regularly produces policy papers, reports and information backgrounders dealing with issues in the hemisphere. Our policy papers are the product of intensive monitoring and analysis by FOCAL’s team of experts and, occasionally, developed by experts on a commissioned basis.

Publications to date in 2000 include:

**The FTAA after Toronto and Seattle: Why It Still Matters**
- FPP-00-1

**Colombia’s Stumbling Peace Process: How Supportive Should Canada Be?**
- FPP-00-2

**Building Peace and Democracy in El Salvador: An Ongoing Challenge?**
- FPP-00-3

**Cuba’s Foreign and Defence Policies in the “Special Period”**
- Author Hal Klepak
- FPP-00-4

**Peru’s 2000 Presidential Election: Undermining Confidence in Democracy**
- Author Fabiola Bazo
- FPP-00-5
- ISBN: 1-896301-44-4

**Summit 2001 - A Joint Newsletter on the Quebec City Hemispheric Summit**
- Issue No. 2, March 2000 (available in English and French)

**Engaging with Civil Society - Lessons from the OAS, FTAA and Summits of the Americas - Author Yasmine Shamsie**
- A study by the North-South Institute (available in English and Spanish)

**La Colombie: Un processus de paix dans l’impasse**

**Canada’s Role in Promoting Transparency in the Americas**
- FPP-00-6

**Adapting to a New Playing Field? Civil Society Inclusion in the Hemisphere’s Multilateral Processes**
- FPP-00-7

**Threats to Democracy in the Americas**
- Author Maxwell A. Cameron
- FPP-00-8

PDF copies of these publications are available for download at FOCAL’s web site (www.focal.ca). They may also be ordered from the Ottawa office. A pre-paid $5 postage and handling charge will apply to each order.

**Coming Soon**

Look for FOCAL policy papers on smaller economies, human security in the Latin American/Caribbean region, dollarization, the OAS General Assembly meetings in Canada, Mexico – Canada relations, Central American integration and other topics of importance to the hemisphere over the next few months.

**How to Hear from Us**

To receive information about upcoming events and publications by e-mail or regular mail, send your full name and address to database@focal.ca
In Memoriam
The Board and staff of FOCAL were saddened to hear of the passing of Trevor Bartram, Secretary to the Board of Directors of the Canadian Foundation for the Americas, on May 8, 2000. Mr. Bartram, who had joined the Board in 1998, made a valued contribution to FOCAL bringing wit and energy to all FOCAL meetings he attended. He will be missed.

Board of Directors’ Meeting December 1999
In December 1999 the Board of Directors of the Canadian Foundation for the Americas (FOCAL) held their bi-annual meeting in Ottawa. Directors reviewed and approved the budget for 2000 and established strategic priorities for the Executive Director, including enhancing FOCAL’s work with centres of excellence outside Ottawa and the development of new partnerships. Board members also took the opportunity to thank John Graham for his significant contribution to FOCAL as Interim Executive Director from July to December 1999. Mr. Graham remains Vice Chair of the Board.

While the Directors were in Ottawa, FOCAL held a reception to introduce Nobina Robinson as the new Executive Director. Over 100 individuals from the policy community - diplomats, government representatives, academics and non-governmental organisations – spent an enjoyable evening in FOCAL’s offices. The next meeting of the Board will be in June 2000, after the OAS General Assembly.

Executive
Meriel V. M. Bradford
Chair
Canada Lands Company
John Graham
Vice-Chair
International Foundation for Elections
Joseph Lloyd-Jones
Treasurer
University of Ottawa

Directors
Mary Coyle
Coady International Institute
Richard V. Gorham
Former diplomat
Monica Gruder Drake
MGDrake Consulting
Brian E. Maloney
Scotiabank
The Hon. Mitchell Sharp, P.C., O.C.
Office of the Prime Minister
John A.M. Wilson
GE Canada
FOCAL was pleased to welcome James Buchanan to its staff as a Policy Analyst in January 2000. James, who began with FOCAL as an intern from the Norman Paterson School of International Affairs at Carleton University in 1999, had been working with FOCAL as a Research Assistant since September. His areas of specialty include Central America and governance issues. As well, José Zaragoza, one of FOCAL’s 1999 interns at the Organization of American States, has been working with us on a number of Summit-related projects since his return from Washington D.C., and joined FOCAL as a Researcher in May. After over six years with FOCAL Elisabeth Karner and Marta Montes have moved on to join the staff Forum of Federations in Ottawa. We wish them both all the best in their new positions. Paula Jean and Diane Larabie joined us as Accounting Assistant and Receptionist in May. We also said good-bye to Steve Thorsell who has moved on after spending a year with us as our Technology Assistant. He is being replaced by Marcelo Cadena, who will be FOCAL’s in-house Webmaster.

FOCAL’s staff as of May 2000:

ROBINSON, Nobina, Executive Director
Ext. 234 E-mail: robinson@focal.ca

BOUCHARD, Pierre, Senior Analyst, Trade and Economic Policy
Ext. 224 E-mail: pbouchard@focal.ca

BUCHANAN, James, Policy Analyst
Ext. 223 E-mail: jbuchanan@focal.ca

CADENA, Marcelo, Webmaster
Ext. 229 E-mail: mcadena@focal.ca

CHOCHINOV, Laurie, Manager, Finance and Administration
Ext. 225 E-mail: laurie@focal.ca

HERNANDEZ, José, Assistant, Policy Section
Ext. 232 E-mail: jhernandez@focal.ca

LARABIE, Diane, Receptionist
Ext. 221 E-mail: focal@focal.ca

JEAN, Paula, Accounting Assistant
Ext. 231 E-mail: pjean@focal.ca

JUBANY, Florencia, Senior Analyst
Ext. 227 E-mail: jubanyf@focal.ca

ROY, Martin, Policy Analyst
Ext. 228 E-mail: martinr@focal.ca

SAGEBIEN, Julia, Senior Fellow
E-mail: julia.sagebien@dal.ca

WARREN, Cristina, Program Manager, Research Forum on Cuba
Ext. 226 E-mail: cwarren@focal.ca

WILSON-FORSBERG, Stacey, Policy Analyst
Ext. 230 E-mail: forsberg@focal.ca

ZARAGOZA, José, Researcher
Ext. 222 E-mail: Zaragoza@focal.ca

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. As a policy centre, FOCAL fosters informed and timely debate and dialogue on issues of importance to decision-makers and opinion leaders in Canada and throughout the Western Hemisphere. FOCAL’s mission is to develop greater understanding of important hemispheric issues relating to inter-American relations, governance and human security, social policies, and economic integration. FOCAL monitors developments in the Americas and, working with experts, analyses emerging issues. Many of these issues are discussed at conferences and workshops organized by FOCAL. The discussions lead to the development of policy options and research papers that FOCAL brings to the attention of governments, international organizations, the private sector, the non-governmental community and the media.

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