

REview

Unique North-South Partnership Contributes to Police Reform in Southern Sudan

The Comprehensive Peace Agreement (CPA) signed between North and South Sudan in January 2005 was a landmark event in the history of the Sudanese region.

Yet there are still enormous challenges, particularly in Southern Sudan, in rebuilding an area devastated by decades of conflicts and neglect. The widespread proliferation of weapons, violent inter-tribal conflicts and persistent poverty continue to disrupt many lives and threaten the full implementation of the CPA itself.

Southern Sudan is at a critical juncture on the long road towards sustainable peace. In the coming months, critical events will pose even greater potential security challenges. These include the first national census scheduled for April; the general election scheduled to take place probably in 2009; the proposed civilian disarmament in various communities; the demarcation of North-South borders; and the referendum in 2011 that will determine

whether Southern Sudan becomes an autonomous nation state or remains part of the Sudan. Indeed, the current insecurity and the challenges ahead call for a well developed, democratic and transparent rule of law and security institutions in Southern Sudan.

Nascent rule of law institutions (both formal and traditional) face dire infrastructure and staffing challenges and are not in a position to provide much-needed security to vulnerable communities. There exists the very limited delivery capacity of law-enforcement institutions, particularly the police. Yet, the Government of Southern Sudan (GoSS) and the international community engaged in the reintegration of over 300,000 Sudanese People's Liberation Movement (SPLA) soldiers have paid very little attention to police reform and community security. Even the CPA, while it deals quite extensively with the military and

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REview

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Unique North-South Partnership Contributes to Police Reform in Southern Sudan

 (continued from Cover)

ABRAHAM SELWONET ABATNEH



Disarmament, Demobilization and Reintegration (DDR) issues in more than 30 pages in one chapter, accorded only two pages to policing. This lack of attention to policing will likely continue for the foreseeable future unless there can be a major shift in thinking.

But there is also a lack of rigorous research into policy options for the Government of Southern Sudan — and other stakeholders — on how police reform agendas might best be designed, implemented and linked to a wider peacebuilding and security sector reform agenda in Southern Sudan. Existing policy research in this sensitive and crucial area is mainly dominated by Western-based analysts, while there is virtually no research being generated on police reform by the Southern Sudanese on the ground. As a result, GoSS and other national stakeholders remain dependent on external actors for evidence and analysis in this critical sector.

In order to bridge this gap, The North-South Institute and the University of Juba's Centre for Peace and Development Studies (CPDS) — with funding from the Canadian Department of Foreign Affairs and International Trade (DFAIT) — are currently implementing a unique capacity-building, applied research and policy engagement project to address key research issues by generating evidence-based policy options on critical aspects of Security Sector Reform (SSR) — particularly on police reform and community security in Southern Sudan.

The research and policy engagement component of this project is led by Dr. Alfred L. Sebit¹, a renowned Southern Sudanese consultant and supported by other CPDS colleagues. NSI provides technical and substantive support from its Ottawa headquarters and through extended field missions to Juba. Following appropriate GoSS approval, the project, through Tag Elkhazin, fully rehabilitated the CPDS temporary office space and equipped it with furniture, computers, telephone lines, internet access and transportation. In 2008/09, NSI will engage in the rehabilitation of a more permanent office space for the CPDS within the framework of the University of Juba. In the long term, the practical capacity-building aspect of the project will enable the CPDS to move its operations from Khartoum to the Juba campus and become one of the very few Southern Sudanese policy research centres.

Since February, the CPDS/NSI SSR research team has been reviewing relevant secondary literature on Southern Sudan and looking at key primary documents such



At the front table are (left to right) NSI's Senior Advisor, Tag Elkhazin; Juba University's Vice Chancellor Professor Sibrino Ferojalla; Vice President of Southern Sudan, Dr. Riek Machar; NSI Principal Researcher, Stephen Baranyi.

as emerging GoSS laws and international programming documents on police reform. In addition, the team initiated targeted policy engagement and discussions with key international actors including GoSS ministries, UN agencies and NSI/CPDS members of the National Advisory Committee (NAC members,



The main market in the city of Juba.



Landmine clearance sign just outside of Juba. These signs are an indication the United Nations is working to clear this section of landmines.


who provided strategic advice to the research team, included a senior legal scholar, a retired Supreme Court judge, a retired police general, an active-duty police general, NSI's senior adviser Tag Elkhazin and a senior GoSS official). The team designed and launched a local survey in eight communities within the 10 Southern Sudan states, focusing on key police reform and community security issues; these included:

- What are the major problems of community safety in Southern Sudan and how effective are the police in addressing these problems?
- What broad strategy does the police service have in place?
- What mechanisms have been put in place to ensure that the needs of the civilian population are addressed through appropriate police reform/development?
- How do communities view the performance of the police service and what are their priority security issues to address?
- Are there systems for consulting local communities about policing issues?
- What measures are in place to deal with non-state actors that conduct policing functions in the absence of formal police service?
- How does the current SSR and police reform address gender equity and the wider access to justice and penal reform?
- What could key stakeholders do to move towards more effective, inclusive, accountable and sustainable policing/SSR?

Based on the outcome of the survey, literature review and targeted discussions with partners, the research will provide the first Southern Sudanese-led practical recommendations that will feed into policy processes and strategies of core GoSS Ministries, parliamentary commissions, as well as international processes in Southern Sudan.

The Sudan project is part of a larger SSR project that NSI is coordinating with partners in Burundi and Haiti, as well as with Canada's Rights and Democracy (the International Centre for Human Rights and Democratic Development). The Sudan

element comes at a critical juncture as Southern Sudan seems destined to become one of the strategic priorities for the Government of Canada. As such, the findings of this project will benefit Canadian and other decision makers in key multilateral institutions such as the African Union, the OECD/DAC and the United Nations, as well as in Ottawa.

The project is enabling NSI to develop a deeper partnership with CPDS. Having the SSR project initiation workshops opened by the Vice-President of Southern Sudan and the Minister of Internal Affairs and closed by the Minister of Regional Cooperation gave the CPDS a huge boost. It also generated media coverage. With increasing official and civil society interest in using locally led research on SSR to inform policy and practice in Southern Sudan, our CPDS partners are keen to build on this profile to attract more support for the University of Juba as it begins its difficult migration back to Juba from Khartoum. 

Abraham Sewonet Abatneh is an NSI Researcher, Conflict Prevention, and leads the Institute's Security Sector Reform project in Southern Sudan. Before joining NSI in December 2007, Abraham worked as a Political Affairs Officer at the United Nations Office for Disarmament Affairs Regional Centre for Peace and Disarmament in Africa (UNREC).

¹The project was initially led by Dr. Paul Wani Gore, who passed away suddenly due to illness.

President's Message

Put Foreign Policy on the Platform

BY ROY CULPEPER



A federal election is not on... yet... though election talk is never far from most lips these days. Still this “pre-election” period provides us, the voters, with an opportunity to do a bit of prep work in anticipation of when the writ is dropped.

In the next federal election campaign, candidates, voters and the media must insist on debating the key foreign policy choices facing Canada in the years ahead. Momentous foreign policy decisions were made after the 2004 and 2006 elections without any significant debate during the preceding campaigns. The most prominent decision, of course, related to going to war in Afghanistan, which continues to be controversial and to divide the electorate. Canada's role in Afghanistan will undoubtedly be debated in the upcoming election. More attention should also be focused on a broad range of foreign policy issues confronting Canadians in a very rapidly changing world. These include climate change, peace and stability in the Middle East and elsewhere, and development in Africa, Asia and Latin America, to name the most obvious.

Increasingly, it appears, many in political leadership are out of step with Canadians. For that reason, it is key that the electorate engage candidates on crucial issues affecting development, both at home and beyond. In recent years, there have been several polls noting that Canadians are involved and interested in the world beyond their borders, recognize the importance of their role as global citizens, and are generally proud of their country's international role.

A recent *Enviro-nics* poll noted that those queried ranked the environment/pollution, war/lack of peace, and starvation/world hunger as the most important world issues — far outranking issues such as the economy/recession, or terrorism, or crime/law and order. When asked to rank specific world issues, those polled once again cited global warming/environmental problems, hunger/famine in the developing world, and human

rights issues as primary. Yet, when it comes to elections, few of these issues seem to make the headlines. Yes, Canadians are interested in what might be called domestic issues such as public health care and fair taxation, but they are also keenly interested in Canada's role in pressing international issues.

the worst consequences (droughts, flooding, violent hurricanes, etc.) will be borne by the world's poorest people and countries — who are the least to blame for the problem. Up to one-fifth of the world's people could be homeless, triggering a human tidal wave of environmental refugees. The World Bank

...it is key that the electorate engage candidates on crucial issues affecting development, both at home and abroad...recently there have been several polls noting that Canadians are involved and interested in the world beyond their borders...

Foreign policy today involves much more than the “three Ds” of defence, diplomacy and development. It must also include international trade and all the economic policies that have promoted globalization. The fact is, however, that defence has been the pre-eminent foreign policy issue, due to the ongoing wars in Iraq and Afghanistan as well as the “war on terror”. Not only have these been very controversial (some would say disastrous); they have also diverted attention away from other urgent international issues.

It is therefore critical for Canadian policy-makers and the voting public to put considerably more emphasis on diplomacy, development and international economic and social policies to meet the challenges of an increasingly fragile world over the next generation. Canadian voters — particularly the younger ones — are expecting the political parties and the media alike to show some initiative by addressing foreign policy issues in some depth during the next campaign.

Consider the issue of climate change. The Kyoto targets for the reduction of greenhouse gas emissions will not be met, and even if new targets are agreed on and implemented over the next 20 years, the world's climate is inexorably continuing to warm up. The impact will be devastating and

has estimated that the investment cost of protecting developing countries against climate change may be as high as \$37 billion annually — or a third of current aid receipts and one-quarter of foreign direct investment inflows. Where is this kind of money going to come from?

Or consider the prospects for peace and stability in the Middle East. The paramount lesson of the last four decades is that peace cannot come out of the barrel of a gun. The use of force has only undermined stability in the region by enhancing the recourse to violent retaliation. The only alternative is diplomacy, but it must be accompanied by development and greater democratization — led by the peoples of the region themselves, not through foreign intervention. What action do each our political parties propose on this front?

Finally, consider the prospects of globalization. With the breakdown of the Doha trade talks, and the outbreak of yet another financial crisis, the wheels have come off the globalization project. The World Trade Organization and International Monetary Fund (IMF) risk becoming increasingly irrelevant. The IMF, from which very few countries wish to borrow any more, has had to downsize. It has no say on the big monetary issues of the day — the unsustainable

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deficits of the United States and the huge surpluses of the Asian countries. Moreover, the policies underpinning globalization have led to rapidly widening disparities within countries around the world, creating or exacerbating social and political tensions, and increasing, rather than decreasing, poverty. What alternatives do our candidates propose or support in this area?

Other international issues that will become increasingly prominent over the next two decades include the growing role of China and India and the re-emergence of food shortages. The common denominator of most of these issues is peaceful, sustainable and equitable development. But that does not mean that aid is the solution. Development is much too important, and complex, to be tackled alone by foreign aid institutions such as the Canadian International Development Agency (CIDA). A whole-of-government approach is imperative to tackle the development challenges of the 21st century: in Canada this means Finance, Trade, Foreign Affairs, CIDA, and yes, Defence, working together.

A new U.S. Administration will be in office in Washington a year from now. Depending on who occupies the White House, the foreign policies of the United States will hopefully be quite different from those of the Bush Administration. But no matter what the outcome of the American election, it is time to stop looking primarily to Washington for cues on Canada's foreign policy. A new world is emerging, and while Canada should cooperate with our American neighbours (when they are doing the right thing!), we have the stature and sophistication to make up our own minds. Most fundamentally, it is time for political leaders in this country to catch up with the Canadian public and give them leadership, or at least a sense of where we should be going on the world stage. ●

BY JOHN FOSTER



The Economic and Social Council's annual high-level meetings on Financing for Development that concluded at the United Nations on April 14 were perhaps the most effective ever. The packed meeting rooms and quality of the interventions could encourage an observer to have high expectations of the Monterrey Review Conference on Financing for Development to be held in Doha, Qatar, at the end of November.

UN Secretary-General Ban Ki-moon appeared to underscore the priority of an effective review conference by announcing the appointment of two Special Envoys to the Doha meeting: Heidemarie Wieczorek-Zeul, Germany's Minister of Development Cooperation, and Trevor Manuel, South Africa's Minister of Finance. Their mandate is to help mobilize political support for the conference and a high-level of participation.

The Secretary-General also reminded delegates of his recent appointment of Philippe Douste-Blazy, France's former Foreign Minister and Chairman of the Executive Board of UNITAID (the International Drug Purchase Facility hosted by the World Health Organization), as his Special Adviser on Innovative Financing for Development. M. Douste-Blazy will lead the UN Secretariat's efforts to support this important process.

"Crisis" was perhaps the leitmotif of the one-day encounter. The Secretary-General set the tone with an opening alert on the impact of food prices on the poor in many parts of the world. In fact, the resignation of the Haitian Prime Minister, which was provoked by the food price crisis, meant that the Haitian minister who was to chair part of the meeting was absent.

A number of delegates reinforced the Secretary-General's alert, and also commented on the negative effects of energy price escalation and the ongoing reverberations of the U.S. sub-prime mortgage crisis. The alert was further reinforced by the World Bank's presentation of its new Global Monitoring Report that not only documented the recent decline in Official Development Assistance (ODA) but also stressed that gains made in recent years toward the anti-poverty Millennium Development Goals (MDGs) were at a pivotal point and could be reversed by the current crises.

The challenge of climate change for all countries and specifically for development and development financing was given high priority. Tariq Banuri, of the Stockholm Environmental Institute, and Olva Kjørven, of the United Nations Development Programme (UNDP), mapped not only the current trends but also the schools of thought about how to understand and respond to them. What was clearly outlined and picked up by government and non-government speakers responding to them, was that current levels of financing, already falling behind what is needed for the modest MDGs, would have to be doubled or tripled to deal with climate change urgencies.

The meeting proceeded through a series of plenaries addressed by leading representatives of the World Bank, International Monetary Fund (IMF), The UN Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO), thematic sessions on financial markets and climate change, and three roundtables in which delegations, agencies, business representatives and civil society organizations (CSOs) participated.

The Secretary-General's note (E/2008/7), which was the basic working document of the meeting, highlighted five themes:

- New initiatives on financing for development
- Enhancing the role of middle-income countries, including the area of trade

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Looking Forward in Dakar:

Civil Society and the Leading Group

BY JOHN FOSTER



Founded in Paris in March 2006, the Leading Group on Solidarity Levies to Fund Development — an offshoot of the Chirac-Lula call for action against hunger and poverty — now comprises more than 50 member countries and several observers. Brazil, Chile, France, Norway, Poland, South Africa, South Korea, the UK, among others, are found around the table. Austria, China, Egypt and Japan are observers.

The Leading Group held its Fourth Plenary session in Dakar, Senegal, April 22–23, convened by Senegal President Abdoulaye Wade and chaired by Senegalese Foreign Minister Cheikh Tidiane Gadio. Officials from the United Nations, UNICEF (an international drug purchase facility hosted by the World Health Organization), the GAVI Alliance (a partnership combining public and private sector resources to strengthen health systems and child health in the poorest countries) and the World Bank participated as did about 12 civil society representatives.

On the eve of the Leading Group meeting, The North-South Institute — together with Social Watch, the Commonwealth Foundation and CONGAD (the Council of Non-Governmental Organizations for Development Support, Senegal) — co-sponsored a two-day civil society Consultation on Innovative Development Financing Mechanisms, with participation of about 30 NGO representatives from eight African countries. A number of participants stayed on to take part in the official Leading Group meeting.

The Leading Group followed an agenda similar to previous meetings, going through a menu of innovative ideas presented by several lead countries: Chile on a new issue of Special Drawing Rights, Norway on illicit financial flows and capital flight, France on the airlines levy and UNICEF, the UK on the International Financing Facility for Immunization, Spain on migrant remittances, among others. A good deal of time was spent on the proposed Digital Solidarity

Fund and related international convention, of which Senegal has assumed leadership. An agenda innovation was a broad-ranging discussion on the meaning of innovative financing, the creation of a working group to develop a joint position, and the adoption of that position before the end of the plenary.

The Civil Society Consultation followed a similar agenda, after oriented addresses by Vore Gana Seck of CONGAD, Seth Lartey of the Commonwealth Foundation, and the NSI's John Foster. With resource persons from Switzerland, Senegal and Spain, the fully bilingual meeting provided African civil society organization (CSO) participants with a first opportunity to dig into the innovative financing agenda. A context was set by Sony Kapoor, currently advisor to the Norwegian-led Task Force on Illicit Financial Flows, who provided details on capital flight from the “South” to the “North” and a context to establishing priorities among the various options on the table.

The Civil Society Consultation developed priority objectives that participants wished to see accomplished at the Leading Group meeting:

- Naturally, they sought to get good placement in the agenda and a good hearing for the CSO statement. In fact the statement, which was presented by CONGAD head Vore Gana Seck, came early in the agenda and provoked positive feedback from the foreign minister and a number of others.
- The CSOs were concerned that the Leading Group take the opportunity opened by the Secretary-General's statement to the ECOSOC High Level Meeting, and that they organize to push innovative financing in the preparation for the Doha Conference. The Leading Group repeatedly stressed the need to contribute to the Doha process, and stated that the Fifth Plenary meeting, to be held in Conakry, Guinea, in October would focus on this issue.
- The CSOs proposed that the Leading Group take on the Secretary-General's

specific wording regarding a 0.005 per cent Currency Transactions Tax (CTT), and press for it to be included in the Doha final agreement. In this case, the CSO point was strongly put but no clear commitment was made.

- Strong support was offered for the International Task Force on Illicit Financial Flows and Capital Flight. There was considerable interest around the table in this child of the Leading Group, with some suggestions that its work be continued by a reformed UN Committee on Tax. Its third and final meeting will take place in Conakry in October.
- The CSOs proposed an inter-governmental working group on the CTT, modeled on the International Task Force. The chair suggested that Austria chair such a group, but the Austrians were not present to accept or reject the suggestion. The Brazilians indicated an intention to hold an informal international meeting to consider this and other innovations which might bring fresh energy to the initiative against hunger and poverty.
- Civil society representatives were positive about the airlines levy and UNICEF, but felt neither had fully gained their potential. They encouraged further expansion of both, particularly involving countries with high airline traffic that are not yet members. UN Special Advisor Philippe Douste-Blazy noted that he has the commitment of the three biggest airline reservation web wholesalers to include a voluntary check-off for “solidarity”, to be launched in 2009. CSO representatives were not opposed but prefer a tax.

One of the more interesting debates at the Leading Group was around a key principle put forward at its founding by then French President Jacques Chirac: that in addition to being sustainable and predictable, funds gained by innovative means be additional to Official Development Assistance (ODA).

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While the French delegation reported that funds raised by the airlines levy are not considered aid and not reported as such to the Organisation for Economic Co-operation and Development (OECD), the German delegation was clear that additional money for development, in their view, was ODA. The civil society organizations, noting the stagnant and regressive situation of ODA overall, were strongly in favour of significant additional resources and unwilling to let governments substitute innovative funds in order to meet their 0.7 per cent ODA target. A conclusion which might be termed “constructive ambiguity” was accepted.

The leadership of the Senegalese Foreign Minister sustained a convivial and productive atmosphere throughout. The workplan prior to Doha includes the projected Fifth Plenary in Conakry, October 14–17, 2008, with various sub-groups meeting beforehand, the Development Cooperation Forum, the Aid Effectiveness Conference in Accra September 4–6, and a Conference on Digital Solidarity in Lyon, France, in November.

Canada is neither a member nor an observer of the Leading Group, although it has joined the initiative on Advance Market Commitments for vaccine development.

Civil society participants, while very positive about the interaction achieved and the possibilities of further progress in informal meetings over the next months, were struck with the need to press for clear priorities among the various items on the table. Some proposals — such as advance market commitments for vaccine development — are questioned. The digital solidarity initiative remains to be proven for many. Meanwhile the need for significant new money is growing, as climate change adds multiple demands, and the current food and energy price crises dramatize the urgency of collective action and sizeable investment.

John W. Foster is an NSI Principal Researcher, Civil Society. He represented The North-South Institute at the Paris Conference on Innovative Financing and has addressed the Leading Group meetings in Brazil and Oslo.

- Supporting the development efforts of the least-developed countries, including through trade capacity-building
- Building and sustaining solid financial markets: challenges for international cooperation
- Financing of climate change adaptation and mitigation

While all these themes are of interest, The North-South Institute was particularly struck with the wording on new initiatives, which noted “renewed interest in a possible currency-transaction ‘development levy’ of 0.005 per cent, a miniscule tax that is not expected to materially affect market operations while having the potential to generate billions of dollars that can be allocated for development.” The Secretary-General appeared to pick up on the wording and recommendations put forward by NSI’s Rodney Schmidt in his presentation to General Assembly Civil Society hearings in October, 2007.

Providing further fodder for discussion of taxation on a variety of financial instruments was new research by Professor Stephan Schulmeister and associates from the Austrian Institute of Economic Research which, like NSI, detailed the immense resource potential of relatively small levies in a number of areas.

The high-level meeting provided a useful overview of the current state of debate on development finance and the crises of the day, underlining the urgency with greater force than in previous sessions. It provided a good platform for more detailed debate and, one would hope, more commitments at the pioneering Development Cooperation Forum, which begins at the end of June.

The Secretary-General announced that, together with the President of the General Assembly, he had called a special high-level event in New York this September to discuss ways to step up implementation of the Millennium Development Goals. He added: “I believe this meeting will help heighten focus on the world’s development needs. And it will send a powerful signal that the Doha Review Conference must deliver on the promise of the global partnership for development.”

Meanwhile the preparatory work for Doha continues. The ECOSOC meeting was followed by two days of work on aid and development cooperation, the fifth in a series of thematic preparatory debates. A sixth and final debate on “international trade as an engine for development” was scheduled for May 19–20, and hearings for civil society and business on Financing for Development were scheduled for June 18 at the UN.

NSI’s John Foster, who was the only Canadian CSO representative at the ECOSOC meeting, made presentations during the roundtable dealing with the least developed, as well as on panels at the preparatory NGO meetings. (Notes of his roundtable remarks can be found at http://www.nsi-ins.ca/english/news_views/index_speeches.asp)

Canada was represented at the session by Ambassador John McNee, as well as by Deirdre Kent (Ottawa), Hossein Rostami, Shannon-Marie Soni and Catherine Brown. ●

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...current levels of financing, already falling behind what is needed for the modest MDGs, would have to be doubled or tripled to deal with climate change...

Forum on the Future of Aid:

Southern CSOs put their Stamp on Aid Policy

BY BILL MORTON



The setting was majestic: on the shores of Lake Victoria, away from the bustling urgency of Kampala, with monkeys swinging lazily from tree to tree. Yet participants at a three-day workshop at the Imperial Botanical Hotel in Entebbe, Uganda, had little time to reflect on their surroundings. Instead, they were busy applying themselves to the launch of the “Forum on the Future of Aid,” and to addressing its first area of work.

The forum is a new group formed to undertake research, policy analysis and advocacy specifically in the area of aid policy. Yet many of the 30 representatives from southern civil society organizations (CSOs) specializing in development have little previous experience in directly addressing aid policy issues. Instead, their work reflects that of the tens of thousands of CSOs active in development work globally, and ranges from direct service delivery (such as the provision of clean water and health services), to promoting social justice and human rights, to ensuring that governments and international institutions are accountable for their actions.

Increasingly, however, southern CSOs such as those present in Entebbe are realizing the urgent need to directly engage in aid policy issues, and to ensure their voices — as well as their expertise and experience — are taken into account when aid policy is formulated. In 2008, two events will have a major impact on the long-term prospects of developing countries. In September, the High Level Forum of the Organisation for Economic Co-operation and Development (OECD) will meet in Accra, Ghana, to review the Paris Declaration, which sets out a range of donor and recipient-government commitments on improving aid effectiveness. Later in the year, the United Nations will hold a meeting in Doha to review commitments made in the Monterrey Consensus as part of the Financing for Development process.

In the past, southern development CSOs have had few opportunities to influence decision making at such events. At the international level, official processes for determining aid policy — such as at the OECD Development Assistance Committee (DAC) — are oriented to, and largely controlled by, northern actors and by governments in particular. Developing country governments, especially those that have not established strong democratic institutions and processes, are often reticent to consider the views of southern actors on aid policy.

Southern CSOs face further obstacles to their engagement in aid policy processes. They often work alongside northern CSOs, with whom they share similar concerns and address similar development challenges. Northern CSOs, however, command far greater resources. And unjustifiably, northern CSOs are also often afforded more legitimacy and greater “air time” by governments and official bodies such as the DAC. To further complicate matters, many southern CSOs depend on northern governments and CSOs to finance their work. So far, this has provided little scope for them to undertake aid policy work.

The Forum on the Future of Aid workshop explored how to change these dynamics. Its starting point was that the Forum should be southern-led and southern-oriented, and its principal consideration was how to position southern CSOs more centrally in influencing the aid agenda. It concluded that the forum should draw on members’ experience and expertise to do this, but that carefully selected research would also be required to provide a strong evidential base.

At the same time as addressing these considerations, forum members also presented important work they have recently undertaken on donor conditionality, and on country ownership of development policy and processes (papers presented at the workshop, including those referred to in this article, are available at the Forum on the Future of Aid website: <http://www.futureofaid.net>). Both issues are central to current aid pol-

icy debates, and to discussions of the Paris Declaration on Aid Effectiveness.

Nachilala Nkombo, for instance, examined efforts made by African countries to take ownership of their development, and concluded that the overall picture continues to be discouraging. This is the result of a range of complex factors that simultaneously affect power relations between recipient governments and donors, and between recipient governments and their citizens. Focusing on Latin America, Mariano Valderrama questioned the Paris Declaration’s conceptualization of ownership. He suggested that smaller, aid-dependent countries have been the first to adopt the Paris Declaration. In comparison, countries that are not aid dependent, such as Argentina, Brazil and Mexico, have stronger institutions, are better placed to negotiate development cooperation, and have showed less interest in the Paris Declaration.

Prashan Thalayasingam suggested the history of aid in Sri Lanka demonstrates how donor conditionality has restricted the policy choices of democratically elected governments. Donors are now increasingly engaging in the country’s peace process, and imposing peace-related conditions on their provision of aid. Tony Tujan, summing up discussions, suggested that the ultimate objective of aid should be ownership by the poor, and that the crucial test of aid effectiveness is whether the poor are able to claim their rights.

Overall, the inaugural meeting of the Forum on the Future of Aid suggests it has a bright future. Its next step will be to further develop research on aid policy that reflects southern thinking and experience, and to further identify ways in which southern CSOs can influence the aid policy agenda. ●

Bill Morton joined the North-South Institute in August 2004 as a Researcher on Development Cooperation issues. He has a strong background in development assistance, community development and international program management. In February 2008, he attended the inaugural meeting of the Forum on the Future of Aid, in Entebbe, Uganda. This is his report.

Canada – Unwitting Facilitator of a US-Colombia FTA

BY PABLO HEIDRICH



The Canadian government recently announced negotiations for a free trade agreement (FTA) with Colombia have concluded. Both governments

will now proceed to ratifying the as yet undisclosed text. The expected gains are increased access for agricultural and mining goods from Canada, plus better legal protection for Canadian companies investing in Colombia. Interestingly enough, the economic gains for Colombia are rather small and concentrated on flowers and textiles, as 80 per cent of what is sold to Canada already enters duty-free.

The important discussion in Canada's Parliament on human rights and free trade agreements seems to be obscuring the obvious question: why would Colombia settle for so little from Canada while, apparently, giving up so much in terms of economic opportunities?

Should that question even bother us? After all, Canadian companies, farmers and workers will benefit from such an FTA, right? Until, that is, US competitors are given similar or better conditions in a US-Colombia FTA. But besides the economic benefits, these negotiations should at least raise some questions among Canadians on the true connections between trade, democracy and human rights in Latin America.

Could it be that there is another deeper and more troubling strategy at play — one that Canadian Members of Parliament and the general public are unaware of? Could it be that Canada is being used as a pawn in a game being played for much higher stakes?

When reviewing Colombian offers to import duty-free Canadian wheat, barley, potash and other commodities, plus mining equipment and telecommunications technology, one immediately notes that Canada and the US are the two main contenders in Colombian markets in those goods. One can then recall the recent US Congress's opposition to a US-Colombia FTA. If Colombia is seen to favour Canada over the US in trade agreements, it is likely to trigger a response

from US producers and manufacturers, many of whom will face the disadvantage of 15 to 25 per cent tariffs. In other words, Colombia is offering Canada an FTA because it really wants the US Congress to reconsider its present opposition to a US-Colombia FTA.

And, taking a closer look, does Canada really need to sign an FTA whose biggest promise is to reduce tariffs on commodities that have record prices internationally, accruing huge profits for its producers? Colombia is most likely to eliminate those tariffs on imported foodstuffs from all countries anyway in order to reduce local inflation. Besides, Colombia buys barely 0.1 per cent of our exports, and hosts even less than that of our total investment abroad. If we are seriously interested in closer ties with Latin America, shouldn't we focus on our biggest trading and investment partners in South America — Brazil and Argentina — rather than on a much smaller economy like Colombia's?

Second, does signing this FTA actually advance Canada's objective of improving political and security ties with Latin America? The current government of Colombia is one of the most politically isolated in that region, and for very good reason. Its regional neighbours are most concerned about Colombia's abysmal human rights record, the proven links between its government's parliamentarians and paramilitary groups, and its security policies, especially after Colombia recently bombed the border of Ecuador, a much smaller neighbour. The sum of this leads the rest of Latin America to call into serious question the democratic behaviour of the Colombian administration.

Since this FTA is not an effective way of advancing our economic interests and political objectives in Latin America, the question must be asked: why are we considering this agreement at all? It would seem that the Colombian government, as evident from public discussion on this subject in the media of that country and in its parliament, has a clear idea and game plan.

Back in Colombia, the publicly stated strategy is that generous preferences offered to Canada in an FTA will trigger huge pressure on the American Congress from displaced US competitors, who will urge the

...this FTA is not an effective way of advancing our economic interests and political objectives in Latin America...

review of the previous US decision against signing an FTA with Colombia. Moreover, given Canada's reputation in the US as a nation that cares for human rights and environmental issues, most US Democrats will be hard-pressed to stop opposing the free trade agreement with Colombia. Most importantly, and key to the FTA discussion in Canada, is that such a trade treaty between Colombia and the US is needed in order to justify and re-confirm continued US military aid to the current Colombian government. That military aid has amounted to \$4 billion so far.

Therein lies the true connection between human rights and a free trade agreement between Canada and Colombia. Besides attending to voters' commercial interests in commodity-producing ridings, the government and the opposition parties need to take a wider and more insightful look at the real role Canada is unwittingly playing in the security and prosperity of Latin America. The military and economic relations between Colombia and the US should be the key in this Canadian debate. We owe it to ourselves and to our Latin American neighbours to assume a more influential role than one of facilitating US military and economic hegemony in that region. ●

Pablo Heidrich is an NSI Senior Researcher, Trade and Development. Before joining NSI in January 2008, Pablo worked for the Facultad Latinoamericana de Ciencias Sociales (FLACSO) in Argentina where his research covered issues of regionalism, energy integration, and infrastructure.

The WTO, Agriculture and the Power of Peasants

BOOK REVIEW LA VIA CAMPESINA: Globalization and the Power of Peasants (Annette Aurélie Desmarais/foreword by Walden Bello)

BY LOIS ROSS



Given the current coverage of the global food crisis, the publication of this book could not be timelier. This 237-page volume published by Fernwood in

Canada and Pluto Books internationally details the birth and growth of a global agrarian movement over the past 15 years, making links between farm communities in the South and the North.

An earlier version of Chapter Four of this book was initially published in 2003 by The North-South Institute as part of its project “The Rise of Nongovernmental Voices in Multilateral Organizations”. That research document — entitled “The WTO.. will meet somewhere, sometime. And we will be there!” — covered the inception and founding of the Via Campesina as a response to the Uruguay Round of the WTO which began in 1986. That document, as does this chapter of the book, chronicled the Via Campesina, and the organizations it represents, opposition to including agriculture within the WTO, and the Via Campesina’s active resistance against the “right to export” principle of the WTO, pitting that “right” alongside the “right to food” as defined by Article 25 of the Universal Declaration of Human Rights and the Article 11 of the International Covenant on Economic, Social and Cultural Rights.

LA VIA CAMPESINA volume adds much information and analysis to the rise of this global peasant farmer movement,

providing compelling links to the plight of small farmers and rural communities in both the South and the North. In so doing it also provides valuable insight for urban dwellers everywhere about the roots of poverty, the role development may play in creating poverty, issues of quantity and quality of food grown and by whom and, more generally, the importance of environmental sustainability. The author of this work, Annette Desmarais, currently a professor with the Department of Justice Studies at the University of Regina, provides an “insider” view of the evolution of this movement, having provided technical support to the organization since its inception.

La Via Campesina was founded in May of 1993, in Belgium, just one year before the closing of the WTO’s Uruguay Round, and as Desmarais notes, largely in response to that Round and farmers needs to create common ground on key issues related to global agriculture. As it emerged, the Via Campesina brought together within its membership more than 93 farm organizations from 43 countries, representing peasants, small and medium-scale farmers, rural women, farm workers, as well as Indigenous agrarian communities in Asia, the Americas, and Western and Eastern Europe. As I write, more than 143 organizations are members of Via Campesina, including five from Africa.

Walden Bello’s introduction sets the stage for the chapters in noting that peasant farmers around the world have always been given “short shrift” by modern ideologies of socialism or capitalism — in the first,

viewed as relics to be transformed into a working class, and by the later, as inefficient producers, to be replaced by machines and agri-business.

In this world of ever-increasing corporate concentration, liberalized trade and seemingly unstoppable environmental degradation, Desmarais stoically and staunchly outlines issues central to La Via Campesina’s policy priorities. Key among these is the concept of food sovereignty. For La Via Campesina, food sovereignty is distinguished from food security, since the issue is not just about ensuring that food is produced nationally and made accessible to everyone, but equally important is what food is produced, how it is produced and on what scale. The organization emphasizes that food needs to be healthy, produced primarily for the domestic market; production needs to be diversified, respecting bio-diversity and the capacity of the land and of natural resources; production should provide remunerative prices for farmers, requiring the power to protect internal markets against lower-priced imports, as well as the regulation of internal production to avoid food surpluses; and finally food sovereignty rests on abolishing direct and indirect export aids. Throughout the book, Desmarais quotes leaders of this agrarian movement to explain positions. Here is João Pedro Stédile a Brazilian farm leader with the Movimento dos Trabalhadores Rurais Sem Terra (MST): “We maintain that every people, no matter how small, has the right to

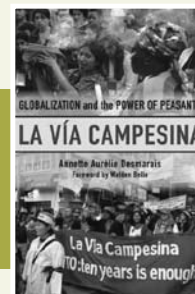
PODCASTING FOR DEVELOPMENT

The North-South Institute launches new Podcast initiative

The North-South Institute can now be heard around the world through its new podcasts, beginning with its three-part documentary series “Southern Perspectives on Aid and Development”.

“Southern Perspectives” explores some of the results of a two-year research project which asked researchers in the South what they think of the way international development aid is delivered. From the legacy of Columbus to the role of the World Bank, a wide variety of thought-provoking ideas are explored by some of the leading thinkers in the developing world.

Typically, decisions about international aid and development are made by northern donors. Too often, Southern voices are not a significant part of the dialogue. This project turns that model upside down, and asks researchers in the South what needs to be changed. The perspectives of Southern partners who receive international aid and loans from agencies such as The United Nations, The World Bank and the governments of wealthy nations are frequently unheard. The purpose of the Southern Perspectives project is to listen to these voices, learn of the conditionalities and barriers that accompany traditional forms of aid, and explore new ideas and solutions that advance equitable development.



produce their own food. Agricultural trade should be subordinated to this greater right. Only the surplus should be traded, and that only bilaterally...”

Here is José Bové of the Confédération Paysanne of France: “Our concept of sovereignty enables people to think for themselves... to be self-sufficient... to be able to choose what we eat....We welcome fair trade, cultural exchange, and solidarity: we stand for a dignified and free life under real democracy.”

La Via Campesina is not opposed to agricultural trade, but rather approaches trade in food from a human rights perspective, rather than from one which is totally market-driven.

As part of the book’s analysis Desmarais brings forward a few startling realities. For example, between 1965 and 1988, a time when many international organizations were working toward the “modernization of agriculture”, the level of poverty actually increased. In Bolivia, for example, more than 97 per cent of rural residents live in extreme poverty. Meanwhile, a staggering 852 million people in the world are malnourished. Of equal note, while globalization has increased rural poverty, it has also “globalized obesity”. The number of obese people in the world is now equal to the number of malnourished. The recent worldwide increase in obesity, Desmarais notes, has been directly linked to changes in agriculture and to industrialized foodstuffs.

Yet another important contribution of this volume, is provided in Chapter 3, where

Desmarais, once again using the voices of farm leaders, emphasizes the links between producers in the South and the North — and how exchanges between farmers in the North and the South helped solidify those links, build common ground, and prepare the way for the founding of La Via Campesina. Here, for example, she quotes Pedro Magaña, with the Mexican farm group UNORCA. “An important conclusion for me was that the model and conditions of family farmers in the United States and Canada find themselves in is not a future that we want for ourselves...in the end we face the same transnational strategy, a strategy of capital accumulation with a devastating consequence on people’s economy. As farmers our objective is the same: give to society adequate and healthy food. But the governments do not recognize the social function of the production of food. And, this is the common objective of our struggle, that the social function of food agriculture be recognized, that the farmers right to produce... be recognized.”

Throughout this book Desmarais deftly argues for a new type of development, a new relationship between the North and the South, and that the goals and differences between members of Via Campesina can be balanced through debate, discussion and mutual respect. It is an incredible story, an interesting journey, for those among us interested in finding out more about food production issues, rural life and how movements are created at the global level.

The contributions of this tome are many-fold, whether the discussion be about rural culture, the globalizing of obesity, the role of the WTO in decimating family farm economies, or the human right to food and to produce food, or the discussion on proudly reclaiming the word “peasant” and its meaning of “people of the land”.

As François Dufour of Confédération Paysanne notes: “Town-dwellers understand that an attack on the countryside and the quality of its food produce is an attack on the relationship between the farmer, his land and the consumer.... Agricultural identity is part of this: you don’t have to be a farmer or live in the country to feel rooted to the land...”

And as underscored by Walden Bello: this book “has convinced me that La Via Campesina’s vision of agriculturally rich and diverse societies based on the principle of food sovereignty is a future that is not only worth fighting for, but also one that may be our only way out of the massive social and ecological predicaments spawned by corporate-driven globalization.”

LA VIA CAMPESINA: Globalization and the Power of Peasants

Fernwood Publishing
ISBN 978-1-55266-225-0
www.fernwoodpublishing.ca

Lois Ross is Director of Communications for The North-South Institute. Prior to joining NSI in 2000 she worked with labour and farm movements, with community organizations internationally, and as a journalist. She is the author of several books and was raised by family farmers in southwestern Saskatchewan.

The podcasts were created as part of the project Southern Perspectives on the Reform on the International Development Architecture, which also produced several papers and conference reports. The project was managed by NSI President, Roy Culpeper and NSI Researcher, Bill Morton.

The series includes interviews with leading development thinkers such as Kwesi Aning, Kofi Annan International Peacekeeping Centre, Ghana; Alejandro Bendaña, Centre for International Studies, Nicaragua; Norman Girvan, Institute of International Relations, University of West Indies, Trinidad; Ademola Oyejide, Trade Policy Research and Training Program, University of Ibadan, Nigeria; Nguyen Thi Thu Hang, Centre for Analysis

and Forecasting at the Vietnam Academy of Social Sciences, Vietnam; Roy Culpeper and Bill Morton, The North-South Institute.

The North-South Institute is also making these programs available to radio stations here in Canada through the network of campus/community radio stations; and to broadcasters worldwide through One World Radio (www.radio.oneworld.net). Already community stations in Vancouver, B.C. Ottawa, Ontario, and Fredericton, New Brunswick, among others, have broadcast the entire series.

New podcasts on North-South Institute Research projects will be uploaded periodically. You can listen online, or you can download to your computer or Ipod by going to the North-South Institute’s podcast page <http://www.nsi-ins.ca/english/podcasts/default.asp>.

Publications, Projects, People

NEW PUBLICATIONS

Trade and Health – Seeking Common Ground

McGill-Queen's University Press –
Co-edited by Chantal Blouin, NSI Senior
Researcher in Trade and Development

This book explores the avenues through which trade affects health such as intellectual property rights, health services and labour, and examines through several country case studies how to best achieve trade policies that completely integrate health. The volume's contributors write from different perspectives on the trade-health debate — health care professionals, civil society representatives, academics and policy-makers at national and global levels — and provide a blueprint of how to formulate policy that fosters growth and benefits equity.

Price: \$29.95

ISBN 978-0-7735-3282-3

Available for sale through
www.renoufbooks.com or
<http://mqup.mcgill.ca>

The Paradoxes of Peacebuilding Post-9/11

Co-published by The North-South
Institute and UBC Press

This book is the culmination of The North-South Institute's three-year research project "From War Termination to Sustainable Peacekeeping: What Kind of Peace is Possible?" (WKOP). The book presents a series of national case studies (Afghanistan, Guatemala, Haiti, Mozambique, the Palestinian Territories, and Sri Lanka) that address past, present and future contexts linked to the success, struggle and downfall of sustainable peacebuilding. The volume underlines three aspects important to post-war peacebuilding: demobilization, disarmament and reintegration (DDR), democratic governance and, economic development. Also featured in the book are an introduction by the project leader and NSI Researcher, Stephen Baranyi and a concluding chapter in which Baranyi and NSI colleague

Kristiana Powell, weave insights from the case studies into a compelling argument about the prospects for sustainable peacebuilding in the post-9/11 era.

Price: \$85.00

ISBN 978-0-7748-1451-5

Available for sale through
www.renoufbooks.com or
www.ubcpres.ca

NSI REPORTS

The International Development System: Southern Perspectives on Reform

by Roy Culpeper and Bill Morton

Many developing countries point out that they continue to be excluded from playing a significant role in changing the international development architecture. How then would they reform the architecture if they were empowered to do so? What would be their priorities for reforming the system? This synthesis report presents key findings and results from the three-year NSI project Southern Perspectives on the Reform of the International Development Architecture, which sets out to address these questions. The project produced three theme papers, addressing the overarching issues in the development paradigm such as development knowledge, policy coherence and geopolitical interests, as well as five country studies by southern authors that consider specific aspects of the international development faced in Bolivia, Burundi, Nigeria, Sri Lanka, and Vietnam. The report also makes recommendations for how the International Development Architecture can be reformed along with the policy implications.

Available for downloading on our website
at: www.nsi-ins.ca

ON OUR WEBSITE

Southern Perspectives on Aid and Development – A North-South Institute podcast series

The North-South Institute has produced a three-part documentary podcast series linked to the multi-year project *Southern Perspectives on Reform of the International Development Architecture*. The series explores the underlying ideas behind the project such as power imbalances, policy coherence, and aid and the war on terror. It also features exclusive interviews with development researchers and experts from the South including Alejandro Bendaña of the Centre for International Studies in Managua, Nicaragua; Kwesi Anning of the Kofi Annan International Peacekeeping Training Centre in Accra, Ghana; Nguyen Thi Thu Hang of the Centre for Analysis and Forecasting at the Vietnam Academy of Social Sciences and many more.

Available for listening online or
downloading at: www.nsi-ins.ca/english/podcasts/

As well, the *Southern Perspectives* project produced three theme papers on overarching issues relevant to architecture reforms and five country studies, which detail issues faced in Bolivia, Burundi, Nigeria, Sri Lanka, and Vietnam.

Available for downloading on the NSI
website at: www.nsi-ins.ca

We the Peoples 2008 – Getting to 2015: Building participation, seeking success (Forthcoming)

As we head past the midpoint towards 2015, the 2008 edition of the *We the Peoples* survey reaches out to youth groups as well as organizations working with young people, underlining the critical role of youth in achieving the Millennium Development Goals (MDGs). It shows that young people around the world are actively engaged in raising awareness about the MDGs and face the challenge with the utmost energy and

commitment. The report also shows that we are not taking in consideration these young voices in the consultation and implementation process of the Goals. Young people must be seen as contributors to the MDGs and not just the beneficiaries. Furthermore, *Getting to 2015* provides a clear picture of the progress that has been made and what needs to be done as we look forward towards achieving the MDGs by 2015.

Is There Gold in All that Glitters? Indigenous Peoples and Mining in Suriname

This is the final report detailing the outcome of the NSI project “Indigenous Peoples and Mining in Suriname— Building Community Capacity and Encouraging Dialogue”. *Is There Gold in All That Glitters?* argues that it is crucial that the government and the Indigenous Peoples of Suriname increase their capacity to deal with extractive industries that exploit near or on ancestral lands. The report provides a historical and economic overview of mining activities on Indigenous lands, reviews the policies and legislations relevant to Indigenous Peoples and mining and underscores the cultural and environmental impacts of mining on Indigenous Communities. *Is There Gold* has one message: Active and meaningful participation of Indigenous Peoples is of key importance to safeguard the rights of Indigenous and Tribal Peoples.

Available for downloading on the NSI website at: www.nsi-ins.ca

THE PROJECT PIPELINE

Policy Responses to Unfettered Finance

In the midst of the current financial turmoil, this project addresses the right question: What reforms are required for the global, regional and national governance of financial and capital markets, from the perspective of emerging markets and developing countries generally? This project will explore avenues through which the economic and social

needs of emerging markets and developing countries can be met in light of the present financial instability, while reducing vulnerability to financial shocks.

Contact John Foster at: jfoster@nsi-ins.ca

Gender implications of Regional Trade and Free Trade Agreements

The North-South Institute, in concert with Asia-Pacific Economic Cooperation (APEC) Peru-based researcher(s) as well as other APEC groups such as the Gender Focal Point Network (GFPN) and Women Leaders Network (WLN), are preparing a background paper on gender and regional trade/free trade agreements to be used as a resource during the 2008 WLN meeting as well as several other APEC panels. The paper will explore key concepts such as the protection and advancement of international gender equality, gender and trade as well as gender analyses of regional and free trade agreements and, the challenges and opportunities that women exporters face.

Contact Heather Gibb at: hgibb@nsi-ins.ca

NSI PUBLIC EVENTS

Panel discussion on “fragile states” and peacebuilding – Vancouver

Two major titles exploring fragile states and peacebuilding were launched in Vancouver, British Columbia, on April 22nd, 2008. *The Canadian Development Report 2008 – Fragile States or Failing Development?*, which was officially launched November 1st in Ottawa, Canada and *The Paradoxes of Peacebuilding Post-9/11*, co-published by NSI and UBC Press and available as of April 22nd, were showcased during a panel discussion on peace and conflict. The panel addressed the current issues surrounding fragile states and sustainable peace, conflict prevention, the war on terror, gender equality, and the role aid plays in state fragility. The forum was also an opportunity to discuss Canada’s approach to fragile states, particularly in Afghanistan and Haiti.

For more details on *The Canadian Development Report* please visit our website at www.nsi-ins.ca.

NSI PEOPLE – CHANGES TO NSI STAFF

New Staff Members

Pablo Heidrich

Pablo Heidrich joined The North-South Institute in January 2008 as Senior Researcher (Trade and Development). Prior to joining NSI, Pablo worked for the Facultad Latinoamericana de Ciencias Sociales (FLACSO) in Argentina where his research covered issues of regionalism, energy integration, and infrastructure. Pablo studied political economy and public policy at the University of Southern California, focusing on the links between financial crises and trade policy in the developing world. He holds a Master’s degree in International Political Economy from the University of Tsukuba in Japan.

pheidrich@nsi-ins.ca

Jane Maxwell

Jane Maxwell joined The North-South Institute in May 2008 as the Senior Fundraising Officer. Jane brings with her experience with a variety of organizations (United Way of Greater Toronto, Oxfam Canada, Physicians for Global Survival), as well as more than 20 years of experience in international development and program management in non profit and university settings. She holds a B.A. from Queen’s University, an M.A. from the University of Toronto and additional studies in fundraising and volunteer management from Humber College and York University.

jmaxwell@nsi-ins.ca

Abraham Sewonet

Abraham Sewonet Abatneh joined the Conflict Prevention team in December 2007 as a Researcher, leading the Security Sector Reform project in South Sudan. Prior to joining NSI, Abraham worked as a Political

(continued on page 14)

Publications, Projects, People

(continued from page 13)

Affairs Officer at the United Nations Office for Disarmament Affairs Regional Centre for Peace and Disarmament in Africa (UNREC). He brings considerable experience working for other specialized United Nations agencies and donor organizations in Africa and Canada. He holds a Master's degree in Sociology from the University of South Africa with a concentration in disarmament and demobilization of Rwandan child soldiers.

asewonet@nsi-ins.ca

2008 Visiting Helleiner Research Fellow

Tetteh Hormeku

Tetteh Hormeku joined The North-South Institute in January 2008 as the Visiting Helleiner Research Fellow. His research while at NSI will focus on resource mobilization and industrialization relative to countries within the Economic Community of West African States (ECOWAS). Tetteh

is currently Head of Programs for Third World Network Africa based in Accra and coordinator of the Africa Trade Network. Tetteh holds a Bachelor of Law from the University of Ghana and an LLM degree from the University of Warwick, England
thormeku@nsi-ins.ca

Departures

Gail Anglin – Director of Information and Planning



as the Information Specialist, then advanced as Director of Information and Planning in 2000. She brought a wealth of knowledge and dedication to her work and was ethical, organized and most of all, very easy to work with.

Gail had excellent judgment and integrity, which makes it hard to imagine the Institute without her. As the librarian, planner and fundraiser, she always tried hard to help the researchers make a better world. Her storytelling abilities will be greatly missed by all staff. Thank you Gail, for 19 wonderful years!

Darlene Sanchez – Executive Assistant to the President

The North-South Institute also bid farewell to Darlene Sanchez after 2 years of service as the Executive Assistant to the President. During her time at NSI, Darlene was instrumental in organizing meetings and events such as NSI's 30th Anniversary, NSI Board meetings as well as NSI social events. Darlene took pride in her work and will be missed by all the staff at NSI.

We thank them for their hard work and dedication during their time at the Institute.

Become one of those in the know... join NSI Friends now!!!

Change begins with an idea... is nurtured by research and debate... and realized through action.

It's clear that some changes are needed to make the world a better, fairer place. At The North-South Institute, we believe that effective action is based on clear analysis and thinking. Researchers at NSI initiate and test solutions to pressing global problems and urge change through positive action.

Since 1976, The North-South Institute has championed the inclusion of Southern voices and views in international debates. We have worked with partners in Africa, Asia, Latin America and the Caribbean to plan for development at national and local levels. NSI, in concert with Southern partners, has trained people — from government officials to NGO women's groups — in ways to enable change.

Your support as a Friend of The North-South Institute will help us to engage partners from the South and the North in research and dialogue with policy-makers... as we work together towards a fairer world.

Please join us by becoming a member of the Friends of The North-South Institute. Take advantage of associated benefits by choosing the Friend Level most suitable for you.



THE NORTH-SOUTH INSTITUTE

To learn more about NSI giving and to become a Friend, please go to <https://www.nsi-ins.ca/english/donations/intro.asp>.

We also urge you to ask how you can leave a legacy for global advancement, by contacting your financial advisor or us at **613-241-3535**. We also accept donations-in-kind, bequests and memorials commemorating a lifetime of commitment to a better world.

Thank-you for your support! We appreciate your sharing the news about giving to The North-South Institute with your friends, as well.

The North-South Institute is registered with Revenue Canada as a charitable organization (No. 11924 7807). All donations are tax deductible. An official receipt for tax purposes will be issued after year end for all donations over \$10.