



The North-South Institute
Annual Report | 2011





Cover: UN Photo-Tim McKulka - Sudan 21 May 2008

The North-South Institute is Canada's leading, non-profit, nonpartisan and independent think tank dedicated to improving people's lives in the developing world through research that engages policy-makers and influences action. For more than 30 years, we have partnered with fieldworkers, academics and analysts in developing countries, generating findings that support poverty reduction, social justice and NSI's vision of research for a fairer world.

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Message from the Chair



Arpi Hamalian

CHAIR

To meet our obligations as overseers of the fiduciary health and the strategic plan of the North South Institute, the board of directors continued to work closely with management on sound research projects which aim to inform policy decisions aligned with Canadian values and priorities and the vision that NSI has pursued for the past 35 years. NSI's thematic work is presented in the following pages and is closely aligned with the strategic plan. I am happy to report that management and staff have risen to the new research challenges in a context of constantly changing and accelerated globalisation and the new realities in which the North and the South interact today.

In 2011, the Board created a new Standing Committee – the Strategic Plan Advisory Committee. Assessing research priorities on a continuous basis is important if NSI is to stay true to its mission. I am pleased to report that the dedication of the members of the board, the renewed and youthful research staff as well as a new organisation chart put in place by management to strategically deploy the resources of NSI, have created the necessary conditions to achieve the planned goals. The research and policy recommendations of NSI continue to be acknowledged by the research community nationally and internationally as well as policy makers in leadership roles in the global development network.

The Fund Development Committee of the board is charged with a mandate to “friend-raise” in order to enhance and diversify our fundraising efforts. With increased recognition of the innovative research outputs and sound policy advice of NSI, the importance for secure funding is felt even more acutely. We are grateful to our traditional funders, CIDA and IDRC, who continue to stand by NSI and we are confident that the increased visibility of NSI's work through new partnerships with world class researchers, institutes and think tanks shines a positive light on Canadian priorities in development policy making. We were honoured to receive visits from the president of CIDA and several ministers from Canada and abroad, in addition to distinguished researchers, academics, leading practitioners and policy makers working in the field of international development.

A newly established working committee of the board is reviewing the composition of the board with a view to increase efficiency and cost saving by reducing the number of directors while preserving the diversity of well-qualified members. It is expected that the committee will complete its work by the end of 2012.

I join everyone in the NSI networks in thanking all of our directors, past and present, as well as management and staff for their dedication, wisdom and unstinting service in 2011 as always. A particular vote of thanks goes to the past Chair, Gil Winham of Dalhousie University.

A handwritten signature in black ink, appearing to read 'Arpi Hamalian', written in a cursive style.

Message from the President



Joseph K. Ingram

PRESIDENT AND CEO

2011 has been a critical year for the North-South Institute. Fifteen months into my tenure as President, I can reflect and proudly say that it was a year of great transition and lessons learned. We developed and implemented a new strategic direction which included significant changes and the appointment of a new Vice President/COO, Dr. Rodney Schmidt. And to support our new direction, we scaled back on costs to reduce overheads and adjust to a new financial reality, one where funds for development research were scarce due to government austerity. With our resources diminished and competition for funding intensified, we strived for continual improvement in the quality of our research outputs and took great efforts to maximize their impact. With our hard work, came results. In addition to being asked to participate in Canadian and international policy, we were frequently solicited for our research services.

A core area of focus for The North-South Institute was to diversify our funding sources. We proactively fostered relationships with alternative potential funders, including provincial and foreign governments, corporate funders, foundations, and high net worth individuals. Although these relationships will take time to establish, new global partnerships are being formalized and should enable us to access new financial resources in the future. The effort will certainly be enhanced by the numerous accomplishments in 2011 for which the staff of NSI can be proud.

As examples, these include the extraordinary success of the 2011 “NSI Ottawa Forum”, which brought together some of the world’s leading development practitioners to consider how policy makers and civil society might address “The Changing Global Order and the Future of Multilateral Development” and the subsequent publication of our flagship report on the same subject. An address to the United Nations Human Rights Council on the occasion of the 25th anniversary of the UN Declaration on The Right to Development, invitations to address both the German parliament and a French sponsored high-level commission on the proposed “financial transactions tax”, and an invitation from the Korean Foreign Minister to participate in the 4th High Level Forum on Development and Aid Effectiveness to be held in Busan in December of 2011, were all signs that NSI’s efforts to build our brand and disseminate our research, were working.

While we can rightfully take comfort in the progress we have made this past year, significant challenges remain and we plan to move quickly to build on our recent accomplishments in the course of the coming year. This will require continued focus on further enhancing our profile within Canada and globally as well as building on those successes so as to enable us to broaden and augment our sources of financial support.

A handwritten signature in black ink, appearing to be 'J. Ingram', written in a cursive style.

Board of Directors

Arpi Hamalian

Chair (as of May 2011)
Deputy Chair (until May 2011)
Associate Professor
Department of Education
Concordia University
Montréal, Canada

Gilbert R. Winham

Chair (until May 2011)
Past Chair (as of May 2011)
Emeritus Professor
Dalhousie University
Halifax, Canada

Colin Cooke

Deputy Chair
(as of May 2011)
Publisher, Giving Magazine
Financial Affairs Specialist
Ottawa, Canada

Ron Salole

Treasurer
Vice President, Standards
Canadian Institute
of Chartered Accountants
Toronto, Canada

Joseph K. Ingram

Ex-officio
President & CEO
The North-South Institute
Ottawa, Canada

José Aylwin

Co-Director
Observatorio Ciudadano
Temuco, Chile

Omer Chouinard

(until May 2011)
Professeur, Département
de sociologie et d'Études
de l'environnement
Université de Moncton
Moncton, Canada

Anyle Coté

Development Officer,
Social Economy
Conférence régionale
des élus de Montréal (CRÉ)
Montréal, Canada

George Davies

Director, Hydro Cluster
Centre for Inclusive Growth
Kathmandu, Nepal

Madelaine Drohan

(until May 2011)
Journalist and Author
Ottawa, Canada

François

Gérin-Lajoie

Président
La Fondation
Paul Gérin-Lajoie
Montréal, Canada

Lucy Grossmann-

Hensel

(until May 2011)
Ottawa, Canada

E. N. (Nick) Hare

Former Commonwealth
Deputy Secretary General
(Development Cooperation),
Ottawa, Canada

Janet Keeping

(until Feb 2011)
President
Sheldon Chumir Foundation
for Ethics in Leadership
Calgary, Canada

Danika Billie

Littlechild

Lawyer
Littlechild Law Office
Hobbema, Canada

Thandika

Mkandawire

Professor,
African Development
London School of Economics
London, United Kingdom

Bruce Moore

President
Institute for Active Citizenship
Ottawa, Canada

David Morrison

(until Nov 2011)
International Consultant
Strathmor Group
Charlottetown, Canada

José Antonio

Ocampo

Professor, School of
International and
Public Affairs
Member of the Committee
on Global Thought at
Columbia University
Columbia University
New York, United States

Jyoti Parikh

Executive Director
Integrated Research and Action
for Development (IRADe)
New Delhi, India

John G. Williams

Founder and CEO
Global Organization of
Parliamentarians Against
Corruption (GOPAC)
Morinville, Canada

The North-South Institute Team

EXECUTIVE

Joseph K. Ingram
President and CEO

Rodney Schmidt
Vice President and COO

Diane Guèvremont
Director of Finance
and Administration

RESEARCH STAFF

Jenny Becker
Researcher

Hany Besada
Senior Researcher

Aniket Bhushan
Researcher

David Gillies
Principal Researcher
(until July 2011)

Pablo Heidrich
Senior Researcher

Kate Higgins
Senior Researcher
(as of April 2011)

Shannon Kindornay
Researcher

Daniel Poon
Researcher
(as of March 2011)

Rudi Robinson
Senior Researcher
(until August 2011)

Jennifer Salahub
Senior Researcher

Shishir Shahnawaz
Researcher
(as of November 2011)

Meaghen Simms
Researcher
(until October 2011)

Viviane Weitzner
Senior Researcher

OPERATIONAL STAFF

Kathy Chen
Accounting and
Administration Officer

Elizabeth Last
Executive Assistant
to the President

Karine Leblanc
Communications Officer

Roderick Macdonald
Director of Communications

Jane Maxwell
Business Development Manager
(until July 2011)

Diane Pichette
Administrative Assistant

Suzanne Rose
Information Officer

Dina Shadid
Information and Events Manager

DISTINGUISHED RESEARCH ASSOCIATES

Olu Ajakaiye

Heather Baser

Jacqueline Best

James Bond

Stephen Brown

Roy Culpeper

Cheshmak

Farhoumand-Sims

Isabelle Fortin

Heather Gibb

Pierre Jacquemot

Olaf Juergensen

Andrew Kantner

Danny Leipziger

Alastair McKechnie

Richard Newfarmer

Caroline Pestieau

Yiagadeesen (Teddy) Samy

Timothy M. Shaw

John Sinclair



UN Photo - Logan Abassi - Haiti - 3 May 2012



The North-South Institute

The North-South Institute is Canada's oldest independent policy research institution specializing in effective international development. At NSI we focus on identifying policies and practices seeking to reduce poverty and global inequalities thereby contributing to the creation of a more prosperous and stable global community.

We pursue the broad goal of reducing poverty and inequality by focusing on four thematic areas:

- Global flows and decent work
- Governance for equitable growth
- Fragile and conflict-affected states
- The governance of natural resources

Though our research does not exclude middle-income countries, we have intensified our focus on the lower-income countries, especially in sub-Saharan Africa. Their needs are greater, their capacities less, and the risks they face are arguably more consequential. We will do this increasingly with research partners in the emerging economies, who have valuable lessons to impart that can accelerate South-South transfers of knowledge and policy solutions.

Two themes will continue to run through all our work: gender equality and environmental sustainability.

The world has changed and The North-South Institute is changing with it - without abandoning the vision we have pursued for the last 35 years. Our mission remains to conduct research that will guide policy-makers in their search for more effective aid and development policies, reducing poverty, global inequalities and their consequences.

Global flows and Decent Work

Unprecedented global flows of goods, services, money and people – a phenomenon commonly referred to as globalization – are dramatically changing the way we live. International trade, direct investment, foreign aid and immigration are altering the prices and composition of the goods and services we consume. And this, in turn, is changing the way we participate in our local, national and global economies.

The Global Flows and Decent Work program focuses on how globalization is changing the ways in which we participate in the global economy, with particular attention to how we work and are employed.

Continuing previous work on aid governance, NSI researcher Shannon Kindornay published a series of working papers and policy briefs on the ongoing debates regarding aid transparency, effectiveness and architecture, as well as an assessment of her participation in the 4th High Level Forum on Aid Effectiveness (Busan, 2011). NSI Senior Researcher Pablo Heidrich produced a series of policy briefs addressing how Canadian aid can foster development in Latin America – food security, sustainable growth and productive employment – based on extensive consultations and fieldwork

in the region. Additionally, he conducted research on multilateral governance of international trade which will be presented in 2012 at the World Trade Organization (WTO) Public Forum in Geneva, Switzerland.

Outside of this work, NSI also concentrated on global flows and Asia. Research, funded by the Swiss Development Cooperation Agency, was conducted on Asia's future agenda for cooperation in areas of food security, employment and climate change. NSI Researcher Daniel Poon also published a series of work on the rapidly growing relationship between China and Canada and its possible effects on investment and employment.

KEY STAFF

Pablo Heidrich

Senior Researcher and Theme Leader

Shannon Kindornay

Researcher

Daniel Poon

Researcher (as of March 2011)

Outputs

POLICY BRIEFS

Pablo Heidrich

“Food Security in Latin America: Short-term Responses to the Global Food Crisis”, 2011.

Pablo Heidrich

“Global Production Chains in Latin America: Challenges for Inclusive and Sustainable Growth”, 2011.

Pablo Heidrich

“Trade and Inclusive Growth in Latin America: Compensatory Policies for Trade Liberalization”, 2011.

Shannon Kindornay

“A New Agenda for Development Assistance: From Aid to Development Effectiveness”, 2011.

Daniel Poon

“Canada-China Economic Relations: Beyond Petroleum”, 2011.

OP-EDS

Joseph K. Ingram and Daniel Poon

“Smarter trade for a stronger Canada”, National Post, December 27th, 2011.

PAPERS

Lama Hammad and Bill Morton

“Greater Influence, Greater Responsibility: Are INGOS’ Self-Regulatory Accountability Standards Effective?” (Ottawa: The North-South Institute, 2011).

Pablo Heidrich and Daniel Poon

“The Asian Century: Opportunities and Challenges for Low Income Countries for 2011-2020” (paper prepared for the Swiss Agency for Development and Cooperation, Ottawa, August 2011).

Shannon Kindornay

“From Aid to Development Effectiveness: A Working Paper” (Ottawa: The North-South Institute, 2011).

Shannon Kindornay,

“HLF4 and the Future of the International Aid Architecture” (Ottawa: The North-South Institute, 2011).

Daniel Poon

“Canada-China Economic Relations – Beyond Petroleum” (Ottawa: The North-South Institute, 2011).

PRESENTATIONS

Pablo Heidrich

“The Future of International Trade and Development: What Role for Multilateralism?” (presented at the NSI Conference on The Future of Multilateral Development Cooperation in a Changing Global Order, Ottawa, June 2011).

Shannon Kindornay and James Ron

“The Rights-Based Approach to Development: Implications for Civil Society” (presented at the International Studies Association Annual Convention, Global Governance: Political Authority in Transition, Montreal, March 2011).

Shannon Kindornay

“HLF4 and the Future of the International Aid Architecture”, (presented at the Canadian Council for International Cooperation’s Busan: A New Architecture for Development Cooperation? Ottawa, November 2011).

Shannon Kindornay

“Implications of Development Effectiveness for Canada”, (presented at the 2011 Annual Canadian Association of International Development Consultants conference, ‘Developing the Future’, Ottawa, May 2011)

Governance for Equitable Growth

Over the past decade, many developing countries have achieved sustained levels of economic growth, with a number approaching or crossing the middle income threshold. Despite this, high and unacceptable levels of poverty are still found in many parts of the developing world, and inequalities among and within countries remain persistent and in many cases are becoming more acute.

This presents fresh challenges for public policy and provides the context for NSI's Governance for Equitable Growth (GEG) program. Through multi-disciplinary, policy-focused research, the program explores these issues and seeks to identify practical policy solutions – at the global, national and local levels - for supporting sustained and more equitable patterns of growth and development. Our research and policy analysis is conducted through partnerships with governments, research institutions and civil society in Canada and beyond.

A highlight for the program in 2011 was the profile and impact of NSI Vice President and Chief Operating Officer, Rodney Schmidt's work on the currency transactions tax. Research conducted by Rodney Schmidt and NSI researcher Aniket Bhushan on the feasibility and potential use of a currency transactions tax was commissioned by the United Nations Development Programme (UNDP), and featured in the conclusions and policy recommendations of the UNDP's 2011 Human Development Report, Sustainability and Equity: A Better Future for All. This work was also featured in a Globe and Mail newspaper article and at the Canadian Launch of the 2011 Human Development Report at the International Development Research Centre (IDRC).

The program continued to disseminate research findings and outputs from the successful Domestic Resource Mobilization in Sub-Saharan Africa project. Aniket Bhushan and NSI Distinguished Research Associate Yiagadeesen Samy further refined their research on the role of the donor community in enhancing domestic resource mobilization, and Aniket Bhushan published an op-ed on aid and taxation in *The Mark*.

Building on NSI's expertise in trade and poverty issues, the program partnered with the Overseas Development Institute (ODI) in the United Kingdom to investigate changing the graduation threshold of the European Union's Generalised System of Preferences (GSP) trade scheme, with a particular focus on the poverty impact of potential changes. These findings were successfully presented in the UK and to the European Commission in Brussels. NSI Senior Researcher, Kate Higgins was also commissioned to provide research and analytical inputs to the World Bank's work on trade, export competitiveness and gender.

The Governance for Equitable Growth program also made important progress on developing The North-South Institute's Canadian International Development Platform (CIDP), a data and analytical platform on Canada's engagement with the developing world (cidpnsi.ca).

KEY STAFF

Rodney Schmidt

Vice President and Chief Operating Officer

Kate Higgins

Senior Researcher and Theme Leader
(as of May 2011)

Aniket Bhushan

Researcher

Rudi Robinson

Senior Researcher (until September 2011)

Outputs

OP-EDS

Aniket Bhushan

“Stretching foreign aid dollars”,
The Mark, 23 July 2011.

Campbell Clark

“The Canadian behind the new Robin Hood tax”,
Globe and Mail, 7 November 2011.

PAPERS

K. Bird and K. Higgins with Aniket Bhushan, Daniel Poon, Umut Riza Ozjan and John Harmen-Valk

“Changing the graduation threshold in the Generalised System of Preferences (GSP) trade scheme: evaluating poverty impacts”, (report commissioned by Department for International Development (London), The North-South Institute (Ottawa), The Overseas Development Institute (London), October, 2011).

Aniket Bhushan and Yiagadeesen Samy

“Enhancing domestic resource mobilization for effective development: Role of donor community”, (Ottawa: The North-South Institute, 2011).

Rodney Schmidt and Aniket Bhushan

“The Current Transactions Tax: Feasibility, revenue estimates and potential use of revenues”, (Human Development Research Paper, New York: United Nations Development Programme, September 2011).

PRESENTATIONS

Rodney Schmidt

“The Currency Transactions Tax and the 2011 Human Development Report” (presented at Canadian launch of the 2011 UNDP Human Development Report at IDRC in Ottawa, November 2011).

Aniket Bhushan

“The Canadian International Development Platform” (presented at CIDA, May 2011).

Aniket Bhushan

“The Canadian International Development Platform” (presented at DFAIT, June 2011).

Aniket Bhushan

“The Canadian International Development Platform” (presented to representatives from the Office of the Auditor General, October 2011).

Fragile and Conflict-Affected States

Over 1 billion people live in fragile and conflict-affected states. No fragile state will meet any of the Millennium Development Goals by the target date of 2015. Twenty-two of the thirty countries with the worst maternal mortality rates in 2010 — a prime indicator of development — are considered fragile states, many of which have experienced recent armed conflict.¹ These states house weak governance institutions and their enduring instability threatens the peace and security of their residents, neighbours and the global community.

NSI's program on Fragile and Conflict-Affected States is leading cutting-edge research on these topics. We are working with local researchers in developing countries to yield new knowledge, apply rigorous analysis and generate innovative policy options for Canada, developed and developing countries alike. In 2011, our work focused on two pillars, Security and Development and Governance and State Resilience, which allowed us to continue our work on security sector reform (SSR) and the dynamics of elections and conflict.

Research on SSR focused on the gender dimensions of policing and police reform. We published a small book titled, "African Women on the Thin Blue Line: Gender-Sensitive Police Reform in Liberia and Southern Sudan", edited by Jennifer Erin Salahub. The volume collects the research results and policy guidance of a year-long project seeking to understand the role of female police officers and a gender

perspective in police reform in two conflict-affected countries. A new project, "Freedom through Association" asked how female police staff associations are contributing to democratic police reform processes in West Africa. Research in Ghana, Liberia and Sierra Leone identified ways that associations support their members and several areas in which they could be more deeply engaged to reinforce police reform. Final results and policy recommendations will be shared throughout 2012.

Our work on the challenges of conducting elections in conflict-affected places and the challenges that elections pose to situations of fragile peace continued through 2011. This work culminated in the release of "Elections in Dangerous Places: Democracy and the Paradoxes of Peacebuilding", edited by David Gillies. The book was officially launched at the Carnegie Endowment's headquarters in Washington, DC, and will be launched in Canada in early 2012.

¹ World Health Organization. 2010. *Maternal Health: Maternal Mortality 2010*. http://gamapserv.who.int/gho/interactive_charts/mdg5_mm/atlas.html and Foreign Policy and The Fund for Peace. 2010. *The Failed States Index 2010*. http://www.foreignpolicy.com/articles/2010/06/21/2010_failed_states_index_interactive_map_and_rankings.

KEY STAFF

David Gillies

Principal Researcher (until July 2011)

Jennifer Erin Salahub

Senior Researcher and Theme Leader
(as of September 2011)

Jenny Becker

Researcher

Outputs

PAPERS

Stephen Baranyi and Jennifer Erin Salahub

“Police reform and democratic development in lower-profile fragile states” *Canadian Journal of Development Studies* 32.1 (March 2011): 48-63.

David Gillies

“Uneasy neighbours : the elusive quest for peace and stability in the Sudans,” (Ottawa: The North-South Institute, 2011).

Anca Hermina Paducel and Jennifer Erin Salahub

“Gender Equality and Fragile States Policies and Programming: A Comparative Study of the OECD/DAC and Six OECD Donors,” (Ottawa: The North-South Institute, 2011).

BOOKS

David Gillies, ed.

Elections in Dangerous Places: Democracy and the Paradoxes of Peacebuilding, (Montreal & Kingston: McGill-Queen’s University Press, 2011).

Jennifer Erin Salahub, ed.

“African Women on the Thin Blue Line: Gender-Sensitive Police Reform in Liberia and Southern Sudan”, (Ottawa: The North-South Institute, 2011).

PRESENTATIONS

David Gillies

“Development Challenges in Southern Sudan” (presented at a DFAIT-sponsored workshop at McGill University on “Making Sense of Sudan’s Impending Partition,” Montreal, March 2011).

EVENTS

Book launch: *Elections in Dangerous Places: Democracy and the Paradoxes of Peacebuilding*

Washington, October 25, 2011

NSI and the Carnegie Endowment for International Peace hosted the launch of NSI’s “Elections in Dangerous Places: Democracy and the Paradoxes of Peacebuilding”, edited by David Gillies. The launch, which took place at the Carnegie Endowment’s Washington headquarters, included a panel discussion by Susanne Mueller, Benjamin Reilly and Francisc Vendrell, who all contributed to the book. The discussions were moderated by Thomas Carothers, of the Carnegie Endowment.

Book launch: *The Future of Security Sector Reform*

Ottawa, March 3, 2011

NSI and the Centre for International Governance Innovation (CIGI) hosted the launch of “The Future of Security Sector Reform”, edited by Mark Sedra (CIGI, 2010). In which a chapter by Jennifer Erin Salahub and Krista Nerland titled, “Just Add Gender? Challenges to Meaningful Integration of Gender in SSR Policy and Practice,” was featured.

Conference: *At the Margins of SSR: Gender and Informal Justice*

Ottawa, September 23, 2010

NSI and CIGI held a conference in Ottawa titled, “At the Margins of Security Sector Reform: Gender and Informal Justice”. The conference aimed to increase awareness of two areas in SSR that, while growing in importance, have traditionally received insufficient attention. Attendees, including representatives from local universities, as well as the Canadian International Development Agency (CIDA), Correctional Services Canada, Department of Justice, Department of Foreign Affairs and International Trade (DFAIT), Public Safety Canada and the Royal Canadian Mounted Police (RCMP) were joined via video conference by female police officers and researchers from Liberia and Southern Sudan.

Governance of Natural Resources

Canada is one of the world's most important investors in natural resources, particularly in the extractive sector. It is home to about 75% of the world's mining and exploration companies and is one of the largest investors in Africa's natural resource sector.

Natural resource governance is globally emerging as an important source of policy dissonance and debate, with far-reaching implications for developing countries. In the coming years, South-South economic linkages will change the face of globalization; climate change and desertification will intensify extreme weather events; and water and land resources will become increasingly scarce especially in the world's low income countries, as a newly emerging global middle class intensifies resource demand. Conflict and violence associated with natural resource exploitation will continue to rise.

In response to these global trends, 2011 yielded several international initiatives, all of which seek to bring a more systemic approach and a greater sense of order to the governance of natural resources.

The Governance of Natural Resources Program proposes to explore key issues affecting natural resource exploitation on the African continent:

1. The Role and Impact of Emerging Powers in Africa
2. Contributions of Private Sector Development in Exploiting Africa's Natural Resources
3. CSR: Necessary but Not Sufficient
4. Conflict and Natural Resources in Africa
5. Transnational Governance of Natural Resources
6. Symposium on Canadian Global Extractives Industry and Natural Resource Governance

With more than a decade of experience researching natural resource governance and Free, prior and informed consent (FPIC) issues in Canada and Latin America, NSI has a comparative advantage in its ability to bring its expertise and lessons learned to the African context. Among Canadian institutions, NSI is uniquely integrated with the main global initiatives on governance and resource extraction, including Oxford University's Natural Resource Charter, the African Union (AU) Mining Vision, and the World Bank and World Bank Institute's work on the extractive sector. Consequently, NSI was invited to participate in the 2011 AU Ministerial Conference on Mining and Energy, and to partner with the United Nations Economic Commission for Africa's (UNECA) annual conference.

Finally, NSI has established a wide range of partnerships with institutions in Africa which will act as implementing research partners on the ground including the Africa Institute of South Africa (AISA), the South African Institute of International Affairs (SAIIA), Institute for Security Studies (ISS), UNECA and the African Economic Research Consortium (AERC), and the African Centre for Economic Transformation (ACET) and Centre for the Study of Economies of Africa (CSEA).

KEY STAFF

Hany Besada

Senior Researcher and Theme Leader

Viviane Weitzner

Senior Researcher

Shishir Shahnawaz

Researcher

(as of November 2011)

Meaghen Simms

Researcher

Outputs

POLICY BRIEFS

Viviane Weitzner

“A House Undermined: Transforming Relations between Mining Companies and Indigenous Peoples in the Americas”, 2011.

OP-EDS

Hany Besada and Philip Martin

“Governing Natural Resource in Post-Qaddafi Libya”, Embassy Newsweekly, Hurriyet Daily News, Korea Times, Tripoli Post, November 8, 2011.

Hany Besada and April Yazini

“South Sudan: An Uncertain Future”, National Post, Times of Nigeria and New Vision, February 1, 2011.

Joe K. Ingram and Hany Besada

“Canada Can’t Abandon Its International Role”, Diplomat & International Magazine, Spring 2011.

PAPERS

Hany Besada

“Madagascar: Country Report” Bertelsmann-Stiftung-Transformation Index BTI (2011).

Hany Besada

“Zimbabwe’s Recovery Path: A Conceptual Framework,” in Zimbabwe: Picking Up the Pieces, ed. Hany Besada (New York: Palgrave, 2011).

Hany Besada and Ariane Goetz

“Land Grab in Southern Africa: Challenges for Good Governance,” in Southern Africa Development Community Land Issues: A New, Sustainable Land Relations Policy, ed., Ben Chigara, (London: Routledge, 2011).

José De Echave C

“Guests at the Big Table? Growth of the Extractive Sector, Indigenous/Peasant Participation in Multi-Partite Processes, and the Canadian Presence in Peru”, (Ottawa, The North-South Institute, 2011)

Dr. Ginger Gibson and Meaghen Simms

“Negotiating Impact and Benefit Agreements: A Practical Guide for Indigenous Peoples in Guyana”, (Ottawa, The North-South Institute 2011).

Ariane Goetz and Hany Besada

“Role of the Private Sector in Sierra Leone’s Reconstruction Efforts,” Journal of Peacebuilding and Development (2011), Washington DC: American University. Also published in African Institute of South Africa (2011).

Anetta Markussen-Brown and Meaghen Simms

“Environmental and Social Impact Assessments: A Practical Guide for Indigenous Peoples in Guyana” (Ottawa, The North-South Institute 2011).

Mengsteab Tesfayohannes and Hany Besada

“Economic Integration as a Contribution to Peace, Stability and Progress in the Horn of Africa,” Journal of African Policy Studies 15.1 (2011): 31-55.

Viviane Weitzner

“Tipping the Power Balance: Making Free, Prior and Informed Consent Work,” (Ottawa, The North-South Institute, 2011).

PRESENTATIONS

Hany Besada

“Areas that need to be strengthened in the AU Natural Resource Charter” (presented at the 2nd AU Conference of Ministers Responsible for Mineral Resources Development in Addis Ababa, Ethiopia, December 2011).

Joe Ingram and Hany Besada

“Dealing with the role of ‘home governments’, ‘international financial centers’, and ‘extractive companies’”, (presented at the Natural Resource Charter 3rd Annual Workshop on “Tailoring the Charter to Country Contexts” at Oxford University, June 2011).

Canadian Development Report

Close to one-half of Canada's official development assistance is allocated through multilateral channels: various UN agencies, international financial institutions and "vertical funds" such as the Global Fund to Fight AIDS, Tuberculosis and Malaria. Canada has traditionally been one of the most active and dedicated donors to multilateral cooperation agencies.

The ongoing financial and food crises, scarcity of resources, particularly land and water and the challenge of climate change demonstrate the crucial importance of multilateral agencies in dealing with global problems that require collective and cooperative efforts by all nations. Yet, the international landscape is changing. New actors are (re)emerging, such as Brazil, Russia, India, China and South Africa (BRICS) and the private sector, presenting new challenges and opportunities for multilateral development cooperation. Supporting these developments is an international aid architecture that is often criticized as unrepresentative, ill-focused, overlapping and incoherent in dealing with the changing global economic and political landscape. Development agencies are facing more pressure than ever to demonstrate results.

In June 2011, The NSI Ottawa Forum on Multilateral Development Cooperation (organized by NSI researchers Hany Besada and Shannon Kindornay) brought together more than 220 participants, including 40 experts from Canada and around the world, to determine how multilateral development actors could better serve the poor in the context of an evolving global order. The Forum featured the views of respected development experts, key government departments and agencies, developing country analysts and civil society members.

Insights gained from the conference were captured in the 2011 edition of the Canadian Development Report (CDR), NSI's flagship publication. The CDR, edited by NSI researchers, Hany Besada and Shannon Kindornay, contains five chapters stemming from key papers presented at the conference. It includes a statistical analysis of Canadian contributions to multilateral institutions. Canada distributed about \$5.1 billion in foreign aid in 2009-10, of which about \$1.2 billion went to multilateral organizations. An edited peer-reviewed volume will also be published by Palgrave MacMillan in Fall 2012 which will include a number of papers prepared for the conference that were not included in the CDR.



UN Photo- Martine Perret - Timor Leste - 23 April 2009



UN Photo - Staton Winter - South Sudan 19 August 2012

Statement of Financial Position

(As of December 31, 2011)

2011 (\$)

2010 (\$)

ASSETS

CURRENT ASSETS

Cash	-	6,891
Short-term investments (at cost which approximates market value)	204,175	458,280
Accounts receivable	50,161	57,073
Projects contributions receivable	254,181	114,515
Prepaid expenses	10,731	7,096

519,248 643,855

CAPITAL ASSETS

124,404 176,922

STRATEGIC RESERVE FUND INVESTMENTS

700,000 700,000

1,343,652 1,520,777

LIABILITIES

CURRENT LIABILITIES

Bank indebtedness	35,160	-
Accounts payable and accrued liabilities	112,141	283,478
Deferred project contributions	486,523	358,052

633,824 641,530

NET ASSETS

Net assets invested in capital assets	124,404	176,922
Net assets restricted for strategic reserve funds purposes	700,000	700,000
Unrestricted net assets	(114,576)	2,325

709,828 879,247

1,343,652 1,520,777

Statement of Operations

(For the Year Ended December 31, 2011)

2011 (\$)

2010 (\$)

REVENUES

GENERAL REVENUES

CIDA Grant	1,290,000	1,331,086
IDRC Grant	87,277	248,130
Donations	11,331	34,546
Book sales	1,794	3,635
Investment Income	46,041	50,955
Miscellaneous Income	65,884	3,529

1,502,327 **1,658,881**

PROJECT REVENUES

Fees earned	545,473	687,519
Other project revenues	464,693	986,369

1,010,166 **1,673,888**

Total Revenues

2,512,493 **3,332,769**

EXPENSES

Salaries and benefits	1,617,890	1,673,920
Rent	206,152	184,600
Administration	180,017	264,424
General research program expenses	19,342	21,417
General communications program expenses	12,676	4,977
Amortization	68,692	51,229
Direct project costs	577,143	1,150,951

Total Expenses

2,681,912 **3,351,518**

(Deficiency) Excess of revenues over expenses

(169,419) **(18,749)**

CORE FUNDERS



Canadian
International
Development
Agency

Agence
canadienne de
développement
international

PROJECT FUNDERS

