ACTIVITY REPORT
CY 2010

Contents:

Letter from the Director 1
The Minerva Program 3
Short Training Courses 4
Public Forums 5
Other Activities 5

Annexes:
A. Conferences and Forums, 2010 8
B. CLAI Sponsors, 2010 10
C. CLAI Advisory Board, 2010 11
AS WE OPEN our program for 2011, we look back to 2010 with pleasure and satisfaction at what was an incredibly successful year. Our flagship activity, the Minerva Program, completed its sixteenth year in an expansionary mode, our short two-week programs experienced significant growth, and we launched a major effort to enlarge our activities on Mexican issues. Perhaps most pleasing, these programs set the basis for an equally successful 2011.

The Minerva Program, which has graduated well over 400 Brazilian civil servants, had a substantially larger number of participants in 2010 than in the previous three years (for details on this program see page 3). During the year we obtained the sponsorship of BBVA Bancomer Foundation, associated with the largest commercial bank in Mexico, for Mexican participation in the Minerva Program. With that sponsorship, we were able to invite three Mexican civil servants to enter the January 2011 program, marking the first time that the Program has had participants from a country other than Brazil. Equally important, a total of 19 participants were invited to the January 2011 session, taking us back to the high level of participation that the Minerva Program enjoyed in the late 1990’s and early 2000’s.

The Minerva participants recruited in 2010 came from a wide range of government agencies, giving us a much more diversified group. For example, the officials registered from Brazil last year, for the January 2011 session, come from the Brazilian Internal Revenue Service, the Ministry of Finance, the Treasury, the Ministry of Planning, the Comptroller General, the electrical regulatory agency, Eletrobras, Eletronorte, the Secretary of Finance of Rio Grande do Sul and the state legislature of Rio Grande do Sul.

The three Mexican officials, mentioned earlier, also came from diverse agencies: the Secretariat of Labor, the Secretariat of Administration and the congressional staff.
Our short one and two-week programs enjoyed similar prosperity. The Brazilian presidency sponsored three advanced seminars on regulatory issues, and requested three more sessions for 2011 because last year’s participants thoroughly enjoyed the programs. Similarly, the Brazilian Comptroller General sponsored two anti-corruption programs for its officials and has indicated a desire to do two more this year. The University of Chile MBA program again sent a large contingent of students from its MBA graduating class to us for a capstone program. They plan to send two groups in 2011. Desiring to do programs with groups from additional countries, we have initiated conversations with several other Latin American universities about short programs.

We have given much more emphasis to our conference series, which will become a hallmark of our future activities. We offered several conferences in 2010 with partners such as the two conferences we hosted with the Strategic Studies Institute of the U.S. Army War College. However, the nature of these sessions has changed dramatically. Rather than limiting attendance to an audience on the GW campus, we are transmitting the conferences live to partners in Canada, throughout Mexico and to Central America. While these transmissions were experimental last year, in 2011 we plan to make them a normal part of our expanded conference series. Thus, rather than having some 150 participants at each of our sessions, we expect the audience at each conference to include some several thousand attendees.

We realize that we could not be growing so successfully and smoothly without the active support and participation of our many friends in the academic, business, government, and international organization sectors. They are too numerous to cite here, but we wish them to know how much we appreciate their help. To all of them, and to our broader public, we extend sincere wishes for a happy, healthy New Year.

James Ferrer, Jr.
CLAI- Director
CLAI ACTIVITIES

TRAINING PROGRAMS

Short-term certificate courses and training programs for groups from Latin America are one of the Center’s principal activities and an important source of financing. The courses are of three general types: academic courses on “traditional” subjects, such as business, and designed for university students; professional development courses in specific fields (for example, in economic regulation, economic policy formulation, etc.); and awareness-raising. The courses typically include an on-campus component consisting of lectures and seminars, and off-campus activities, chiefly visits to government, multilateral, business, and professional organizations where the students can interact with professionals in the areas under study. In 2010, in addition to the short programs already mentioned we hosted a group of newly-elected Brazilian congressmen from the Democratas Party to increase the participant’s familiarity with a range of international issues and organizations affecting Brazil.

MINERVA PROGRAM

CLAI hosted two more Minerva Program groups in January-April and August-December, our twenty-seventh and twenty-eight groups. The Minerva Program is CLAI’s intensive sixteen-week economics course for middle-level public officials. Initiated in the fall of 1994, the Minerva Program has been administered by CLAI in collaboration with the Instituto Cultural Minerva, a public organization founded in Rio de Janeiro by our private-sector sponsors specifically for the purpose of funding the Minerva Program. The program, which includes lectures, panel and round-table discussions, visits to government and private institutions, and regular university courses, gives the participants a concise summary of modern market economics, emphasizing the importance and benefits of stabilization and liberalization. In addition, each participant writes a paper on a topic of his or her choice. Throughout, the program emphasizes the importance of good public administration and of responsible, ethical public service.

The Minerva Program participants of 2010 came from Brazil’s National Electric Energy Regulatory Agency (ANEEL), National Treasury, Internal Revenue Service, President’s Office, Office of the Comptroller General, Eletrobrás, and the Getúlio Vargas Foundation. Also, the Finance Secretariat of the State of Rio Grande do Sul became a Minerva Program sponsor and sent two participants to the Fall 2010 course.

Our twenty-ninth Minerva cohort arrived in Washington in January 2011. As the number of Minerva participants expands, the program’s positive impact has spread throughout the Brazilian civil service and society. Many of the more than 400 officials who have completed the program have advanced to senior positions within the government. These Minerva graduates are not only leaders in the public service; many also teach at universities in such cities as Brasília, São Paulo and Rio de Janeiro, utilizing their experiences from the United States to enrich the Brazilian educational system.
The Minerva Program has brought great benefits not only for the participants, but for their home country as well. Recognizing that other countries in Latin America and the Caribbean could similarly benefit from the Program, the Center opened participation to public service managers from other countries in the region. Thanks to scholarships provided by the BBVA Bancomer Foundation, which is affiliated with Mexico’s largest commercial bank, three participants from Mexico were selected to join 16 Brazilians in the Minerva session beginning in January 2011. The Center expects to welcome future participants from Mexico on a regular basis. Participants from other countries in Latin America and the Caribbean will be welcomed as space and funding permit. (Participation in the program is limited to 20 students per semester.)

**SHORT TRAINING COURSES**

**REGULATORY COURSES:** The CLAI regulatory program enhances participants’ theoretical and practical understanding of economic regulation. The theoretical portion of the program consists of lectures about the history of regulation in the United States, about competition and antitrust policy, and about international experiences with regulation. These classroom sessions are provided mostly by professors of The George Washington University and by regulatory experts from private, multilateral and government agencies. Visits to U.S. regulatory agencies for discussion of real cases and issues reinforce the theoretical classroom presentations. In 2010, we held three regulatory programs for a total of seventy-eight participants. As noted earlier, three more programs are being organized for 2011.

**ANTI-CORRUPTION PROGRAMS:** As in 2009, we held two anti-corruption programs for forty-four Brazilian officials charged with fighting corruption in their country. The courses acquaint the participants with the legal framework and practices in the United States. The participant’s intensive interaction during the course with U.S. federal counterparts: administrators, investigators, and prosecutors, has encouraged greater collaboration in the field between Brazilian and U.S. officials.

**AWARENESS-BUILDING FOR POLITICAL LEADERS:** In November, the Brazilian Democratas Party sent sixteen members, most of whom were newly-elected congressmen, to the Center for a one-week program. As part of the program, we launched the book Brazilian Foreign Policy: Present and Future written by several prominent former Brazilian diplomats and published by the Democratas Party’s foundation, Fundação Liberdade e Cidadania.

**COURSE FOR UNIVERSITY OF CHILE MBA STUDENTS:** In what is now a regular program, in September CLAI received a group of 34 students from the University of Chile’s MBA program. The intensive nine-day program included course modules in corporate social responsibility, doing business in a global environment, and managing innovation in the firm. The program, which conveyed University of Chile credit, included classroom lectures and visits to Washington-area firms, such as National Geographic and Lockheed Martin, where the students were able to discuss real-world problems and issues with the firms’ managers. Two groups from the University of Chile are expected to visit in 2011.
PUBLIC FORUMS

Maintaining an open and active dialogue on important public policy issues that affect the Americas remains one of CLAI’s central aims. The Center therefore hosted a number of public forums throughout the year that addressed issues as diverse as the threats to national security and governance posed by transnational criminal organizations; Brazil’s new defense strategy and posture; reconstruction needs in Haiti following the devastating earthquake that occurred in January 2010; and other topics. As part of its Public Forums initiatives, the Center continued its partnership in 2010 with the Strategic Studies Institute (SSI) of the U.S. Army War College (USAWC), co-hosting three colloquia on security issues in the Western Hemisphere. The first, held in June, included a live audience that participated from a remote location. The program, hosted in the School of Business on June 29, included the ambassadors of Mexico and Colombia, who related their respective countries’ experiences in battling international narcotics trafficking. The audio portion of the program was transmitted in real time to the board room of FOCAL, Canada’s premier non-governmental organization dedicated to inter-American affairs, and located in Ottawa, Canada. The live audience in Ottawa, which included elements of the Canadian government and of the diplomatic community in that country, was able to hear the presentations and to participate in the live question-answer session. Building on that experience, on December 9 the Center transmitted to Mexico, via video conferencing facilities, a panel discussion also co-hosted by SSI which featured Mexican and US experts in the anti-drug effort. The transmission was received in Monterrey, Mexico by that country’s leading technological university, Monterrey Tech, which beamed it via satellite to its 30 campuses in Mexico and its regional campuses in Central and South America. CLAI plans to continue its collaboration with FOCAL and Monterrey Tech, and to bring other partners into the circle of collaborators, so that ever larger audiences in the region can take part in the exceptional public forums that CLAI convenes. CLAI’s partnership with SSI will also continue and expand in 2011 as SSI has invited CLAI to host its 2011 Annual Conference on Western Hemisphere Security. We expect GW henceforth to be the regular venue for this major annual event, which brings together leading civilian and military security experts from all corners of the Americas.

OTHER ACTIVITIES

RESEARCH DATABASES

During the past year the Center terminated the extensive database that we had created on Brazil. The World Bank’s Open Data initiative resulted in open access to newly expanded World Bank databases and, thereby, made our database unnecessary. The World Bank’s Open Data initiative is intended to provide all users with access to World Bank data. The data catalog is a listing of available World Bank datasets, databases, pre-formatted tables and reports. The database is available at: http://data.worldbank.org/data-catalog.
SUPPORT FOR RESEARCH

One of the Center’s principal objectives is to promote research and publications on issues relating to Latin America and the Caribbean. The Center has two main ways of pursuing this objective. First, it publishes a *Working Paper Series*. These papers can treat any issue related to Latin America and the Caribbean. Most of them are written by GW professors and GW graduate students. This past year working papers were done on such topics as Brazil’s greatly expanded petroleum investment. These papers are freely available on the Center’s web site. The second major source of research papers is the Minerva Program. Each participant in the Program writes a term paper that is published on our website and made available, free of charge, to the public.
ABOUT CLAI

The Center for Latin American Issues (CLAI) is a not-for-profit entity within The George Washington University School of Business (GWSB). Chartered by the U.S. Congress in 1821, The George Washington University (GW) is one of the oldest institutions of higher education in the United States. With a student population of more than 20,000, GW serves the higher education needs of the region, the nation, and the world from a most privileged vantage point: the nation’s capital.

CLAI is dedicated to the scholarly research and study of policy issues pertaining to Latin America and the Western Hemisphere as a whole, and to disseminating knowledge and understanding of those issues. The Center’s key objectives are:

- to promote academic study and research on major Latin American and hemispheric issues, and on how those issues affect the interests of states within and beyond the region;
- to accelerate the development of human resource capabilities in the region, and especially the professional skills and competencies of public servants and managers;
- to propagate the ideals of political and economic democracy throughout the region; and
- to foster greater mutual understanding among the peoples of the hemisphere.

CLAI depends on program revenues and outside grants for all its funding. Contributions to the Center and its programs are welcome, and are tax-deductible under U.S. tax laws and regulations.
CLAI CONFERENCES AND PUBLIC FORUMS
2010

January 26, 2010
Strengthening U.S. – Brazil Relations: A Conversation with Maurício Rands

Welcome and Introduction:
James Ferrer, Jr., Director, The Center for Latin American Issues, The George Washington University School of Business

Speaker:
Mauricio Rands, Brazilian Congressman representing Pernambuco, Brazil

February 24, 2010
Mexico’s Financial System and the Impact of the Global Recession

Welcome and Introduction:
James Ferrer, Jr., Director, The Center for Latin American Issues, The George Washington University School of Business

Opening Remarks:
William Handorf, Professor of Finance, The George Washington University School of Business

Keynote Speaker:
Ignacio Deschamps, Chairman and CEO of BBVA Bancomer and Chairman of the Mexican Banking Association

Commentary:
Santiago Levy Algazi, Vice President of Sectors and Knowledge at the Inter-American Development Bank

April 29, 2010
Rethinking Haiti: Illuminating a Path Toward Sustainable Development

Welcome and Introduction:
Susan Phillips, Dean and Professor of Finance, The George Washington University School of Business

Overview:
Albert Ramdin, Assistant Secretary General, Organization of American States

Panel Chairman:
Eugenio Diaz-Bonilla, Executive Director for Haiti and Argentina, Inter-American Development Bank

Panel Chairman:
Douglas C. Lovelace, Director, Strategic Studies Institute, U.S. Army War College
Panelists:

Joseph Baptiste, Chairman, National Organization for the Advancement of Haitians
Cristina Barrios Almazor, Ambassador at Large for the Reconstruction of Haiti, Ministry of Foreign Affairs and Cooperation, Spain
Philip-Michael Gary, Chief of Staff, Haiti Task Force, U.S. Agency for International Development
Raymond Joseph, Ambassador of Haiti to the United States
Albert Ramdin, Assistant Secretary General, Organization of American States
François Rivasseau, Deputy Head of Mission, Embassy of France, Washington
Guy Saint-Jacques, Deputy Head of Mission, Embassy of Canada, Washington
Sam Worthington, CEO, InterAction

May 15, 2010
Plan Colombia and the Mèrida Initiative: Comparatives and Lessons Learned

Welcome and Introduction:
James Ferrer, Jr., Director, The Center for Latin American Issues, The George Washington University School of Business

Moderator:
Alex Crowther, Research Professor of National Security Studies, Strategic Studies Institute, U.S. Army War College

Panelists:
Carolina Barco Isakson, Ambassador of Colombia to the United States
Roberta S. Jacobson, Deputy Assistant Secretary, Bureau of Western Hemisphere Affairs, U.S. Department of State
Arturo Sarukhan, Ambassador of Mexico to the United States

October 20, 2010
Brazil’s Security Strategy and Defense Doctrine

Welcome:
Doug Guthrie, Dean, The George Washington University School of Business

Introduction:
Douglas Lovelace, Director, Strategic Studies Institute, US Army War College

Keynote Speaker:
Nelson Azevedo Jobim, Minister of Defense of Brazil

December 9, 2010
Zones of Impunity: The Security Situation on Both Sides of the Mexico-U.S. Border

Welcome and Moderator:
James Ferrer, Jr., Director, The Center for Latin American Issues, The George Washington University School of Business

Panelists:
Jorgan Andrews, Deputy Director, Narcotics Affairs Section, US Embassy Mexico
Luis Estrada, Former Spokesperson, Ministry of Government, Mexico; General Director, SPIN- Taller de Comunicación Política (Political Communications Solutions)

Commentator:
Max Manwaring, Professor of Military Strategy, Strategic Studies Institute, US Army War College
CLAI SPONSORS

2010

ANEEL – The National Electric Energy Regulatory Agency
BBVA Bancomer Foundation
Construtora Andrade Gutierrez
Eletrobras
Instituto Cultural Minerva
Instituto Tancredo Neves
Maxon Charitable Fund
Ministry of Finance, Republic of Brazil
Ministry of Planning, Republic of Brazil
Office of the Comptroller General, Republic of Brazil
Office of the President, Republic of Brazil
Secretary of Finance, State of Rio Grande do Sul, Republic of Brazil
University of Chile

Funding for CLAI’s programs comes from program fees, contributions by private donors, and occasional grants awarded by external organizations, such as the US Department of Education. In 2010, CLAI was pleased to welcome three new sponsors: the Brazilian Ministry of Planning, the state of Rio Grande do Sul, and the BBVA Bancomer Foundation, established by Mexico’s leading commercial bank to support educational and other activities. Anyone interested in supporting CLAI’s programs is invited to contact the Center.
ANNEX C

CLAI ADVISORY BOARD

2010

Ambassadors to the United States
  HE Arturo Sarukhan, Mexico
  HE Luis M. Valdivieso, Peru
  HE Mauro Vieira, Brazil

Ambassadors to the Organization of American States
  HE Ruy Casaes, Brazil
  HE Jugo de Zela, Peru
  HE Alejandro Gareía Moreno, Mexico
  HE Rodolfo H. Gil, Argentina

International Financial Institutions
  Dr. Félix Camarasa, IBRD
  Dr. Otaviano Canuto, IBRD
  Dr. Eugenia Díaz-Bonilla, IDB
  Dr. Jaime Quijandria, IBRD
  Dr. Nohra Rey de Marulanda, IDB
  Dr. Cecilia Ramos, IDB
  Dr. Rogerio Studart, IBRD

Business and Non-Governmental Organizations
  Dr. Luis Enrique Berrizbeitia, Corporación Andina de Fomento
    Mr. Rex Canon, The Maple Companies
    Mr. Ronald T. Covais, Lockheed Martin
    Mr. Hank Cox, Takoma Communications
    Dr. Arminio Fraga, Gávea Investimentos
    Mr. Thomas A. Gales, Caterpillar, Inc.
    Mr. Peter Hornbostel, Cameron & Hornbostel
    Mr. William Irwin, Chevron Corporation
    Mr. Michael F. Johnston, Fox Horan & Camerini, LLP
    Mr. Aaron Kohn, Diggit Entertainment Group
    Mr. William S. Reese, International Youth Foundation
    HE Otto Reich, Otto Reich Associates, LLC
    Mr. Thomas Spulak, King & Spalding
The George Washington University Professors

Dr. Catherine Allen, Anthropology
Dr. Theodore Barnhill, Finance
Dr. Reid Click, International Business
Dr. Robert J. Cottrol, Law
Dr. Ernie Englander, Strategic Management & Public Policy
Dr. William Handorf, Finance
Dr. Donald Hawkins, Tourism Policy
Dr. James Kee, Public Administration
Dr. Peter Klarén, History & International Affairs
Dr. Cynthia McClintock, Political Science
Dr. Kathryn Newcomer, Public Administration
Dr. Marie Price, Geography
Dr. Pradeep Rau, Marketing
Dr. Jorge Rivera, Strategic Management & Public Policy
Dr. Stephen Smith, Economics
Dr. Robert Weiner, International Business