Brand Guidelines of Transnational Institute

Logo & publication formats

Version 2.0    |    7 November 2016
Introduction

The Transnational Institute (TNI) has a proud history of being at the cutting edge of analysis, research and activism on critical global issues. These branding guidelines are intended to reinforce the impact of our work by presenting it in a powerful, consistent and bold way. They enable TNI's talented designers to develop creative designs and work, while also helping our key audiences see that everything we produce comes from the same organisation.

The branding guidelines are designed to be used in conjunction with TNI's publications policy and author guidelines (both available on TNI's shared directory: Communications/How-To/Guidelines and Policies).

It is crucial that these guidelines are adhered to by all our designers and supported by TNI staff. Changing a font may seem like a minor edit but it can undermine the whole consistency of TNI's brand. If you wish to suggest a change to the formats or believe there is a strong case for a one-off exception, it must be agreed in writing with the Communications Coordinator.

These formats only apply to TNI produced publications – either ones produced solely by TNI or co-branded publications where we are leading on the design and doing much of the work. If the publication is co-branded and designed by another institution's designer or done in conjunction with a coalition eg Stop Corporate Impunity campaign, then the only rules that apply would be those related to the use of the logo.

For designers, a series of InDesign templates has been created so if you are using any new designers, please make sure they have these.

If you have any questions, please email branding@tni.org.

Denis Burke
Communications Coordinator’
The logo – formats & sizes

**SMALLEST USE IN PRINT**
(eps logo file at 100% is the smallest it should be when printed - based on the text ‘transnationalinstitute’ at 6.5pt)

**ALTERNATE FORMATS**
Use only when smaller logo is needed for spacing / hierarchy reasons (eps logo file at 100% is the smallest it should be when printed - based on the text ‘transnationalinstitute’ at 6.5pt)

**ALTERNATE FORMATS**
Use name / logo separate from each other when needed for design purposes. Make sure name and TNI mark are separated enough where each stands alone.

**CORRECT USAGE**
transnationalinstitute

**INCORRECT USAGE**
Name and logo should not combined into new ‘logo’ that is not one of the approved logo formats.

Minimum recommended Electronic Sizes

- **150px**
- **100px**
- **100px**
**Strapline**

The strapline for Transnational Institute is “ideas into movement.”

**ideas into movement**

**Font:** Open Sans Bold  
**Tracking:** 0  
**Case:** Lowercase  
**Size:** While font size can vary, try to keep the prominence on the logo, i.e. the tagline should never carry more visual weight than the logo or the name of the organisation (transnationalinstitute).  
**Placement:** While often times straplines appear directly under a logo, our strapline does not work in that fashion, the result being too busy. Rather than having the strapline appear near the logo it should be used as shown in the publication examples where it used in the footer of the cover page.

**Colour:** When used with the TNI logo in white on a coloured background, the strapline should be the same colour as the background.

When using the full colour logo on white, the strapline colour should be TNI green / PMS 325:

**INCORRECT USAGE**

**Ideas Into Movement**

**IDEAS INTO MOVEMENT**

do not change caps

**ideas into movement**

do not change tracking

**Ideas Into Movement**

do not change font

**ideas into movement**

do not break into multiple lines

**do not combine with logo**

**do not use strapline / mark without the name transnationalinstitute appearing on the same page.**
The logo – colours

PRINT

PMS 325
Cool Gray 11
Black

DIGITAL

#43B3AE
#7C7C81
#000000

R 66  R 124  R 0
G 179  G 124  G 0
B 174  B 129  B 0
Transnational Institute and TNI

Transnational Institute should always be spelled out in full the first time it is used with (TNI) in brackets afterwards. After it has been used once, it can be spelled out as TNI.

Project names and Sub brands

Transnational Institute (TNI) has different projects, but to the outside world we should present ourselves as one institution. For that reason, as a general rule, TNI will no longer have sub-brands, use of distinct colours for each project, adaptations of the main logo to include projects, or reports published by Transnational Institute So-and-So programme rather than TNI. We are one Transnational Institute and this will be our default description. Where it is necessary to mention the Project this should be done in the body of the text, in descriptions of publication formats, and in inside or back covers of reports.

A set ‘boilerplate’ description of each project has been agreed which can be found together with the logos on the shared drive. There may be occasional exceptions to this, but they must be agreed with the Communications Manager.

Policy brief example.
List the issue, not the name of the project here.

BACK PAGE: Non-Cobranded

When TNI is the only publishing organisation, the project description appears in a strip (Trade & Investment project for example).

BACK PAGE: Cobranded

When a publication is cobranded, with one or more additional organisation, the project description is left off.
Co-branding publications

When another organisation is involved in creating or publishing a publication their logo may appear in the following places at the discretion of the project leader and/or designer.

1. COVER - BOTTOM RIGHT
   Preferred for Issue Briefs

2. COVER - TOP RIGHT
   Preferred for Policy Briefs

3. INSIDE FRONT COVER
   Preferred for Reports
Primary colour palette

The primary TNI colour palette is shown here, along with each colour’s “shade.” The shade colour should be used when art elements appear on top of the main colour (see Primer Covers for example).

<table>
<thead>
<tr>
<th>Main Colour</th>
<th>Shade</th>
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<tbody>
<tr>
<td>1</td>
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</tr>
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<td>C 69</td>
</tr>
<tr>
<td>M 7</td>
<td>M 7</td>
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<tr>
<td>Y 36</td>
<td>Y 36</td>
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<td>K 8</td>
<td>K 28</td>
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<td>C 4</td>
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<tr>
<td>M 3</td>
<td>M 3</td>
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<td>Y 4</td>
<td>Y 4</td>
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<td>K 0</td>
<td>K 20</td>
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<td>C 35</td>
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<tr>
<td>M 27</td>
<td>M 27</td>
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<td>Y 27</td>
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<td>K 20</td>
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</tr>
<tr>
<td>#A9ABAC</td>
<td>#8D8F91</td>
</tr>
</tbody>
</table>
Extended colour palette

The extended TNI colour palette is shown here, along with each colour's “shade.” The shade colour should be used when art elements appear on top of the main colour (see Primer Covers for example).

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# Typography

Consistent use of typography is critical in bringing consistency in quality and recognisability to our brand. Chosen for their clean lines and legibility both online and offline as well as their compatibility with the logo, Open Sans and Merriweather have been selected as the font families for TNI publications. Open Sans and Merriweather are diverse in weight and style, work well when paired together, and are open source fonts making them convenient to use internally and externally.

## 1: Open Sans - our sans-serif typeface

Preferable for long texts that will be read mostly online, open sans can also work well for headlines, subheadlines, etc. when a sans-serif font is compliments the design.

<table>
<thead>
<tr>
<th>Font</th>
<th>Research and advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN SANS LIGHT</td>
<td>Open Sans Light ITALIC</td>
</tr>
<tr>
<td>OPEN SANS REGULAR</td>
<td>Open Sans Regular ITALIC</td>
</tr>
<tr>
<td>OPEN SANS SEMIBOLD</td>
<td>Open Sans Semibold ITALIC</td>
</tr>
<tr>
<td>OPEN SANS BOLD</td>
<td>Open Sans Bold ITALIC</td>
</tr>
<tr>
<td>OPEN SANS EXTRABOLD</td>
<td>Open Sans Extrabold ITALIC</td>
</tr>
</tbody>
</table>

## 2: Open Sans Condensed - our condensed typeface

Used sparingly for headlines, subheadlines, infographics, etc. where a condensed font is desirable. Rather than compressing the width of the regular open sans font, use these open sans condensed fonts:

<table>
<thead>
<tr>
<th>Font</th>
<th>Research and advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN SANS CONDENSED LIGHT</td>
<td>Open Sans Condensed Light ITALIC</td>
</tr>
<tr>
<td>OPEN SANS CONDENSED</td>
<td>Open Sans Condensed ITALIC</td>
</tr>
</tbody>
</table>
3. **Merriweather – our serif typeface**

Merriweather is preferable for headlines, subheadlines, and callout texts. It also works well for long body texts for materials that will be read mostly offline (printed).

<table>
<thead>
<tr>
<th>Font Style</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>MERRIWEATHER LIGHT</td>
<td>Research and advocacy</td>
</tr>
<tr>
<td>MERRIWEATHER REGULAR</td>
<td>Research and advocacy</td>
</tr>
<tr>
<td>MERRIWEATHER BOLD</td>
<td>Research and advocacy</td>
</tr>
<tr>
<td>MERRIWEATHER LIGHT ITALIC</td>
<td>Research and advocacy</td>
</tr>
<tr>
<td>MERRIWEATHER ITALIC</td>
<td>Research and advocacy</td>
</tr>
<tr>
<td>MERRIWEATHER BOLD ITALIC</td>
<td>Research and advocacy</td>
</tr>
</tbody>
</table>

*Greek Alphabet*

Merriweather does not offer a Greek alphabet. For texts that contain Greek characters please use open sans in place of merriweather.
Type Styles

CHARACTER STYLES / PARAGRAPH STYLES
All formats use Character Styles and Paragraph Styles defined in their InDesign files. See the original InDesign files provided for details about font sizes paragraph spacing / etc. Changes can only be made in consultation with the Communications Manager. It is recommended that text changes be made to the Character Style which will apply across the entire document.

Optimal body text font size
The following font specifications were determined as a happy medium that works in both printed and online applications.

Font: Open Sans regular
Font size: 10pt
Leading: 16pt
*Leading can change slightly increase or decrease to make content fit well on a page.

Smaller font sizes
Smaller font sizes may be used for special circumstances like table or box text, image captions, etc. Please avoid going under 7pt text.
Page Layout

Three different layouts have been created as options. Please select the layout that works best with the content. Please see page 35 through end for examples of the following option:

1. Standard Format 1-column (preferable for documents viewed mostly online)
2. Standard Format 2-column (preferable for longer printed documents)
3. Standard Format wide-left (use as needed to accommodate content)

Standardized sections

**Author / Credit pages:** On longer documents such as reports this appears on the inside cover. Shorter documents it can appear as the second to last page - the page before the back cover.
Standardized sections

This report highlights how one group of interests has benefited from the refugee tragedy in Europe and in particular from the European Union’s investment in “securing” its borders. They are the military and security companies that provide the equipment to border guards, the surveillance technology to monitor frontiers, and the IT infrastructure to track population movements. Taking advantage of an expected €29 billion yearly budget by 2022, some of the largest winners of border security contracts are paradoxically the arms companies that sell the most arms to the Middle East.

Exception for back pages

For shorter documents such as fact sheets and working papers, you can use a simpler format crediting author/editor/designer and featuring the website.

www.stopwapenhandel.org
A policy brief is intended particularly for policy-makers and influencers with a clearly stated position by TNI and a concise outline of a specific issue. As a general rule:

- It should be short: between 2,000 and 7,000 words
- Easily readable online
- Include a summary of key points on the first page
- Make recommendations at the end
- Doesn’t usually feature graphics
- Occasionally, there will be longer policy briefs eg commenting on legislation

**TNI PUBLICATION**

Logos appears on top right. Strapline appears at bottom right.

**CENTRAL AND EASTERN EUROPEAN COUNTRIES AT THE CROSSROADS**

Why governments should reject investment arbitration in TTIP

Most policy-makers and MEPs from Central and Eastern European (CEE) countries have, so far, supported the inclusion of investment arbitration in the Transatlantic Trade and Investment Partnership (TTIP) on the basis that investment treaties already exist and that TTIP offers better protections for states and will lead to an increase in investment. However, the evidence suggests that a TTIP that includes the Investor-State Dispute Settlement mechanism (ISDS), will fail to deliver on its promises and will worsen the capacity for Central and Eastern European countries to regulate.

**KEYPOINTS:**

- There is no empirical evidence that including ISDS in TTIP will attract more US foreign direct investment.
- While existing Bilateral Investment Treaties (BITs) between the US and CEE countries can be terminated at any time, signing TTIP will lock CEE countries into providing extensive rights to US investors indefinitely.
- Signing ISDS in TTIP will likely lead to a surge in US investors challenging governments regulatory measures at international arbitration tribunals.
- The European Union “reform” proposals for ISDS make no difference in investor protection regime and will not improve the space of governments to regulate.
- The existence of intra-European BITs does not justify the inclusion of ISDS in TTIP.
- The existing BITs with the US were signed at a very different time and context than today. Instead of reconfirming their commitment to a flawed ISDS system by signing on to TTIP, CEE governments should join the growing number of countries that are re-thinking their investment policy.

Taking this evidence into account, CEE policy makers should reconsider their position, and reject the inclusion of ISDS in TTIP.
Modernizing drug law enforcement in Latin America

Juan Carlos Garzón Vergara

The 4W-Challenge (Wrong assumptions; Wrong goals and indicators; Weak institutions; and Worse outcomes) outlines the four main challenges to modernize drug law enforcement in the region.

alternatives to incarceration should be developed for the weakest links in the drug trade.

In future law enforcement strategies, violence reduction must be a priority and law enforcement measures should not cause additional harm.

The criminal justice system should be focused on the most prejudicial and dangerous criminals, those that have more resources and capacities to use violence and corruption.

Alternatives to incarceration should be developed for the weakest links in the drug trade.

"Success" should be measured not via process indicators (arrests, seizures, extraditions) but rather in terms of outcomes and the impact of policy upon societies (levels of corruption, public health and human security).

The United Nations General Assembly Special Session (UNGASS) on the drug problem in 2016 provides an opportunity to rethink drug law enforcement and its consequences. Taking this evidence into account, CEE policy makers should reconsider their position and reject the inclusion of ISDS in TTIP.

If no good images are available, a solid colour background may be used. Colours can be chosen from the TNI extended colour palette found on page 4 of this document. These colours can be used to differentiate between policy brief series.
An Issue Brief unpacks and explains a specific issue that TNI is working on. It could also be called a Backgrounder. It is intended primarily for activists, academics and researchers.

- Between 3,000 and 12,000 words
- Includes summary at beginning unless very small
- Format can be Q and A or sections plus case-studies
- May feature graphics/tables etc

The political economy of oil palm as a flex crop and its implications for transnational advocacy and campaigns: a preliminary discussion

Alberto Alonso-Fradejas, Juan Liu, Tania Salerno and Yunan Xu
The political economy of oil palm as a flex crop and its implications for transnational advocacy and campaigns: a preliminary discussion

Alberto Alonso-Fradejas, Juan Liu, Tania Salerno and Yunan Xu
The rise and decline of cannabis prohibition

The history of cannabis in the UN drug control system and options for reform

As of the twentieth century, for cannabis, the era had opened for more regulatory than prohibitive control, and evidence was already available on the harm caused by cannabis. It was widely accepted that cannabis was not as dangerous as opium. The United States moved from playing a supporting role to the first international meetings on the need to add cannabis to the agenda, it was not long before cannabis became classified as one of the most dangerous psychoactive substances under international control. With the passage of the Single Convention, cannabis became classified as one of the most dangerous psychoactive substances under international control considered to have hardly any therapeutic value. In spite of concern regarding traditional uses in many Asian and African countries, the Convention’s strict form reflected the dominance of Western states within the negotiation process. Abolition of the “use of cannabis, cannabis resin, extracts and tinctures of cannabis for non-medical...”
While reports should have unique designs based on the content / theme, certain suggestions should be followed to ensure a level of consistency.

1. **FONTS**
   Rely mainly on the Merriweather font family. If a sans-serif font is needed use Open Sans.

2. **LOGOS**
   Keep all logos off the front cover. Logos should appear on the back cover, or on inside title pages.

3. **COLOURS**
   When possible, use the TNI extended colour palette provided in this guide. If using colours outside of this colour palette - for example to work well with a particular photo please make sure they work well with the TNI colour palette.

4. **IMAGES**
   Use simple bold graphics or photos that work well with a single colour.
The rise and decline of cannabis prohibition
The history of cannabis in the UN drug control system and options for reform
Profiting from injustice
How law firms, arbitrators and financiers are fueling an investment arbitration boom.
A primer is a concise overview introducing an issue TNI works on to activists, students, public and journalists. It is a highly popular format.

- Printed size: A5
- 5,000 to 12,000 words
- Question and Answer Format
- Boxed case studies

What is ‘water grabbing’?

Water grabbing refers to situations where powerful actors are able to take control of or reallocate to their own benefit water resources at the expense of previous (un)registered local users or the ecosystems on which those users’ livelihoods are based. It involves the capturing of the decision-making power around water, including the power to decide how and for what purposes water resources are used now and in the future.

Thinking of water grabbing as a form of control grabbing means going beyond the narrow, proceduralist definition of ‘grabbing’ as ‘illegal appropriation’ since the means by which new powerful actors gain and maintain access to and benefit from water resources often involve legal but illegitimate dynamics. The resulting trajectories of change frequently entail dispossession and ecological destruction. Often, the new economic and environmental arrangements overlook the hydrological complexity of local landscapes due to the fluidity of water. The socio-ecological impacts that follow on from the transformation of waterscapes are unevenly distributed, often with already poor and marginalised populations losing out most. The mismanagement of water further disrupts water-retentive landscapes and their hydrologic cycles, acting as an additional stress factor on fragile ecosystems and accelerating processes of desertification, depletion of fisheries, etc.
FORMAT 4

Primer: cover page

**SIZE**
While the other formats use a standard A4 size, primers use an A5 size (half of A4).

**LOGO**
At this smaller size the TNI Mark (without the words transnational institute) appears at the top right.

**TITLE**

**ILLUSTRATION**
Vector illustration style, uses the “Shade” colour defined in the TNI extended colour palette in this document (adding 20 K to the main TNI colour).

**TNI NAME LOGO**

**STRAPLINE**

**PUBLICATION TYPE**

**COLOURS**
Colours chosen from the TNI extended colour palette defined in this document
1 What is ‘water grabbing’?

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**FACT SHEET | June 2015**

This is the title of the fact sheet shown here

Over 200 civil society organisations and the International and European Trade Union Confederations are opposing the EU-Colombia / Peru FTA because it will:

1. Reward a Colombian government responsible for the highest level of trade unionist assassinations worldwide and ongoing disappearances and forced displacement.
2. Expand investment in areas of mining and biofuels, which the European Commission's (EC) own evidence suggests will increase land grabbing and further forced displacement.
3. Undermine indigenous rights in Colombia and Peru, in particular those under ILO Inter-Regional trade has traditionally received strong support in the European Union for its potential to increase investment, create jobs and build linkages and mutual ties between regions. However, it is widely agreed that commercial needs can not take precedence over human rights, tackling poverty and environmental degradation, and the need for sustainable development. The European Union's own documents assert this: "Within the broad context of EU policy making, coherence is a multidimensional commitment which needs to take place within the overall framework of the EU sustainable development strategy. Non-development policies [trade, agriculture, fisheries, food safety, transport and energy] should respect development policy objectives." (European Commission, 2005:3).

That is why the European Trade Union Confederation (representing 60 million members from 36 countries) along with more than 200 civil society organisations and social movements from Europe and Latin America are shocked that the EC is prepared to sign deals with Colombia and Peru – which will legitimise a country responsible for the highest levels of assassinations of trade unionists, and exacerbate violations of indigenous rights across the Andes and the Amazon.

If the European Union wants to show that its rhetoric of ‘policy coherence’ and respect for human rights is more than empty words, it needs to draw the line somewhere and say "no" to the EU-Colombia/Peru FTAs. At the very least, these agreements must be opened up to a Europe-wide debate by elected politicians, which can be done if these agreements are declared ‘mixed agreements’.

After failing to negotiate an Association Agreement on a region-to-region base with the Andean Region, the EU went ahead and negotiated bilateral Free Trade Agreements (FTAs) with Peru and Colombia alone. These FTAs would replace the preferential scheme for Colombia and Peru, the General System of Preferences, known as GSP+.

The formal negotiations closed in March 2010 but the agreements are yet to come into force. Once the final texts are installed by the negotiators, the Commission will submit them to the Council for formal approval. The FTAs will then be submitted by the Council to the European Parliament for’ ratification. Furthermore, if the agreements are declared ‘mixed’, national Parliaments of the other States would also need to ratify the agreements. According to the legal services of the European Parliament, when National Parliaments are consulted, their vote be whole Agreement and not just to the part that is of their competence. Therefore, if a local Parliament decides not to ratify, the agreement would not enter into force. Ratification is also needed by the Peruvian and Colombian Congresses.

If the agreement is ‘mixed’ or purely ‘commercial’ it is key to define who has to ratify. According to the leaked version of the negotiated text (European Union-Peru, 2010), these agreements contain provisions that are not part of the common policy of the EU: dismemberment and non-proliferation of weapons of mass destruction (Art.2), labour and other provisions (Art.3) and some provisions on environment. The inclusion of these clauses in the legal basis for the agreements to be considered of ‘mixed’ nature. Furthermore, there will be repercussions in areas that are non-commercial, such as public health, services, the capacity of States to promote sustainable development and human rights, the National Parliaments should be consulted.

Legal services departments of the European Commission, European Parliament and the EU have yet to produce legal opinions on the issue, parliamentarians of Germany, UK and Ireland have all presented motions demanding that the agreement with Colombia and Peru be fixed and therefore be discussed and put for ratification by their respective national Parliaments. The German Bundestag, for instance, recently adopted the motion by German MPs insisting on the German Bundestag's right to assess and ratify the FTA between the EU, Colombia and Peru. They called on “the Bundestag to exercise its legislative function and make a decision on the ratification of a free-trade agreement between the EU, Colombia and Peru, which, rather than dealing exclusively with trade policy, also deals with issues relating to constitutional and human rights policy” (German Bundestag, 2010). In a similar tone, the UK MPs called on the Government to accept that the EU FTA with Colombia and Peru be declared mixed and therefore “has to be expressly ratified by each member state, including the UK Parliament, 2010.

The signing of the agreements by the Council and the beginning of the ratification process is likely to occur in 2012, and the conclusion much later. However, the European Commission will firstly propose the provisional implementation of the FTAs at the time the European Parliament is supposed to give its consent. FTAs signed from Colombia and Europe, including the European Trade Union Confederation (ETUC), as well as civil society organisations from Latin America and Europe have repeatedly presented evidence of the socio-environmental impacts of these FTAs and exposed as unacceptable the willingness of the European Union to enter into FTAs with countries where clear abuses of human rights and environmental rights are committed, in some cases with the complicit support of the governments. The recently, they have denounced the Colombian government for its attempts to introduce international law above any other social or human rights concerns. Several MEPs have raised concerns about the potential impact of the FTAs on human rights and the need for a more comprehensive approach to free trade agreements.
0.1 These FTAs are undermining regional integration processes in the Andean region

Strengthening of regional integration in the Andean region has been a demand of the Andean countries since negotiations with European countries started in 2001. Both the negotiating member and the Andean integration regime are crucial to ending political, economic, and cultural and social development in the region.

By refusing to allow for a differentiated approach as agreed by the EU countries at their meeting in Taríja in June 2007. This approach is a break in negotiations, and the Andean countries have refused to continue negotiations until a decision is made by the EU countries. This is evidence of the lack of policy coherence between the EU and the Andean region.
The emerging economies and climate change: A case study of the basic grouping

Praful Bidwai
As Virchow et al. argue:
for the complexity of actors, processes, structures, and their interrelations, in regard to oil palm flexing. (Borras et al. 2014). This approach is more applicable to the analysis of oil palm flexing as it makes way the flexing among multiple uses of oil palm within a ‘value web’, rather than alongside a ‘value chain’

To understand how investors may use flex crops to control risk and uncertainty, it is useful to analyze prices in either direction – e.g., to better exploit price spikes or to better withstand price shocks’ (2014: 2).

The propor-tions between the different streams can easily be changed according to actual demand and uses (of cereals), arguing that, ‘all the constituents are used as optimally as possible. Nothing is wasted…

which all forms of biomass, whether field crops, crop residues, woody or engine fuels, are converted in all uses, not only into food products but also feed and chemical (Sorj and Wilkinson in 1987 as they examined how the biotechnological values will enhance the efficiency with which all forms of biomass, whether food crops, crop residues, woody or engine fuels, are converted in all uses, not only into food products but also feed and chemical (Sorj and Wilkinson in 1987).’

The emerging economies and climate change - a case study of the basic grouping
Prasif Bidwai

Oil Palm: A globalized ‘golden crop’ on the rise

for thousands of years, oil palm growing has been kept small and sustainable. As it has been, used, processed and marketed for various purposes. Today, it is a globally traded commodity with numerous uses, including as food, feed and industrial products. This transformation is being tested in the current value of oil palm as a ‘flex crop’ – a value that emerges from the converging world food, fuel, financial and insurance markets, and the subsequent transition from monoculture to global food systems (Firkins et al., 2007).

For investors and savers alike, as with other flex crops, the value of oil palm as a ‘flex crop’ – a value that emerges from the converging world food, fuel, financial and insurance markets, and the subsequent transition from monoculture to global food systems (Firkins et al., 2007). This value of flex crops is related to the versatility of its derived commodities in volatile markets. As Borras et.al. (1984 in Goodman et al. 1987: 182, emphasis added). Therefore, the

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After three decades of often catastrophic results, many cities, regions and countries are closing the book on water privatisation. A quiet citizen revolution is unfolding as communities across the world reclaim control of their water services to manage this most crucial resource in a democratic, equitable and ecological way.

Over the last 15 years, 235 cases of water remunicipalisation have been recorded in 37 countries. More than 100 million people have been affected by this global trend, whose pace is accelerating dramatically.

From Jakarta to Paris, from Germany to the United States, this book draws lessons from this vibrant movement to reclaim water services. The authors show how remunicipalisation offers opportunities for developing socially desirable, environmentally sustainable and quality water services benefiting present and future generations.

This book aims to engage citizens, workers and policy makers in the experiences, lessons and good practices for returning water to the public sector. It is a critical resource to build the alliances that have the potential to turn the surge towards democratic, sustainable public water into an unstoppable wave.

Our public water future: The global experience with remunicipalisation
Edited by Satoko Kishimoto, Emanuele Lobina and Olivier Petitjean

While books should have unique designs based on the content / theme, certain suggestions should be followed to ensure a level of consistency.

1. FONTS
Rely mainly on the Merriweather font family. If a sans-serif font is needed use Open Sans.

2. LOGOS
Keep all logos off the front cover. Logos may appear on the back cover, or on inside title pages but not more than once.

3. Colours
When possible, use the TNI extended colour palette provided in this guide. If using colours outside of this colour palette - for example to work well with a particular photo or theme please make sure they work well with the TNI colour palette.
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1. **Fonts**
   Keep all fonts to Open Sans, Open Sans Condensed and Merriweather. When special circumstances are called for select additional fonts sparingly and make sure they work well in conjunction and don’t compete with the other the TNI font families.

2. **Logos**
   In most cases either the TNI black logo or the TNI white logo on a coloured background as to not compete with the colours of the infographic.

3. **Colours**
   When possible, use the TNI extended colour palette provided in this guide. If using colours outside of this colour palette - for example to work well with a particular photo or theme please make sure they work well with the TNI colour palette.
Other formats

TNI may occasionally produce other formats such as leaflets or pamphlets, even though these are not our main formats. If it is produced only by TNI and it is important to stress TNI’s involvement then please use TNI fonts and colours. However in some cases, it is best that it is not branded as TNI in which case our name is listed as producing it but without our logo. This could be for strategic reasons, because we are doing it as part of a coalition or because we want a completely different look. For example TNI’s EU Crisis Pocket Guide was intended as an educational tool, didn’t really fit our normal work, and looked out of place with our other work so it makes sense to downplay our visibility. This also allows for maximum flexibility in design.
Layout options

VERSION 1: Standard format 1-column
(preferable for documents viewed mostly online)
Section Header

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Full width image

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Drone ‘pilots’ controlling lethal drone strikes in Afghanistan from their control stations at Creech U.S. air force base on the northern fringes of Las Vegas, Nevada

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Half-width images

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A tribesman in North Western Pakistan sits in the remains of his house after a drone attack in January 2006. (Photo: Tariq Mahmood/AFP/Getty Images) Source: https://www.thebureauinvestigates.com

[Image]

Funeral for civilian drone victims, North Western Pakistan Source: https://www.thebureauinvestigates.com
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**Wrapping Images**

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*A tribesman in North Western Pakistan sits in the remains of his house after a drone attack in January 2006. (Photo: Tariq Mahmood/AFP/Getty Images)*

Source: [https://www.thebureauinvestigates.com](https://www.thebureauinvestigates.com)
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the sheer immensity of the huge and foreign geographies that drone pilots target, moreover, mean that drone pilots are almost entirely ignorant culturally of those that they target and kill.
Guatemala: The coordination mechanism between the Attorney General’s Office, the Ministry of Interior, and the International Commission against Impunity in Guatemala.

Guatemala launched an initiative in 2007 to strengthen the criminal investigation capacities of its National Civilian Police, adopting a decentralized management model for the unit responsible for violent crimes. In the process, it strengthened collaboration between the Ministry of Interior – which has jurisdiction over the police – and the Attorney General’s Office. Supported by the International Commission against Impunity in Guatemala (CICIG), the strategy has proven effective in solving high-profile cases and bringing down the impunity rate for homicides. Prosecutors supervise police investigators as they collect evidence, obtain arrest or search warrants, and carry out wiretapping.

Colombia: The “Quadrants Plan” and a decentralized police system based on establishing close ties with the community.

Colombia’s National Plan for Community Policing by Quadrants (Plan Nacional de Vigilancia Comunitaria por Cuadrantes), which has been implemented in eight cities, developed a decentralized law enforcement strategy based on establishing close police ties with the community in order to address social problems and respond to crime. It is implemented based on a strategic study of each quadrant and relies on geo-referenced data to inform decision making and improve resource distribution. An evaluation by the Fundación Ideas para la Paz found that police stations with units fully trained to operate under this model were more effective at controlling crime compared to their counterparts who had not received this training.

Brazil: Rio de Janeiro’s Pacifying Police Unit (UPP), a community policing programme created to regain control of the favelas in Rio de Janeiro.

Based primarily on establishing territorial control, this strategy is carried out in three phases: 1) “tactical” intervention by the military police; 2) stabilization; and 3) consolidation. The UPP is responsible for the latter two stages. According to Fernández de Castro et al., in contrast to the previous “strike and retreat” strategy, this model operates as a form of community policing where territorial presence and quality of service differ significantly from traditional policing models. The units are made up of new recruits who receive higher salaries and training in community relations, human rights, and conflict resolution. Since its creation the programme’s gains in public security have been evident, but recently the confidence in the UPP has been sapped by a series of human rights abuses by police officers. In some places disputes between drug traffickers and police have resurged. Some people argue the “pacification” has not been followed by improvement in social service and infrastructure.

Brazil: Minas Gerais’s “Fica vivo” (“Stay Alive”), created to reduce the number of murders in high-risk populations.

Launched in 2003, this program grew out of a geo-referenced study on violent crimes committed from 1992 to 2002 conducted by the government and the Federal University of Minas Gerais. It aims to reduce the number of murders in high-risk populations, namely young men aged 15 to 19. According to Fernández et al. Fica Vivo began with three basic premises: 1) violence tends to be concentrated in specific locations; 2) the use of violence is “contagious” and can spread among the most vulnerable groups; 3) violence is usually employed by a small group. Consistent with this thinking, the programme targeted six disadvantaged neighbourhoods with the highest violence rates. It set up task forces comprised of police, prosecutors, and representatives of the child welfare agency and the schools to design long-term strategies tailored to the problems in each area.
Endnotes

1. The name derives from a type of target calculation software first used in 2002, which US drone pilots routinely label using the dehumanising euphemism ‘Bug Splat’.


5. Importantly, the very term ‘superiority’ derives from the Latin prefix ‘super’ meaning ‘high’ or ‘above’; conversely, the term ‘subjugated’ derives from the Latin prefix ‘sub’ meaning below.


8. Noah Shachtman, ‘Attack of the Drones,’ Wired 3 :6, 2005. Tightening such connections further still, some of the latest video games themselves recreate the world of the drone ‘pilot’. In the ‘unmanned’ game released by the Molleindustria company in 2012 – one example – players “control... unmanned attack aircraft by day, and by night goes home to a suburban life.” The game is marketed under the strapline: “When the war is fought on screen, where is the real damage experienced? See http://www.gamesforchange.org/play/unmanned/


Layout options

VERSION 2: Standard format 2-column

(preferable for longer printed document)
Section headline level one

Inter-regional trade has traditionally received strong support in the European Union for its potential to increase investment, create jobs and build linkages and mutual ties between regions. However, it is widely agreed that commercial needs can not take precedence over human rights, tackling poverty and environmental degradation, and the need for sustainable development. The European Union’s own documents assert this: “Within the broad context of EU policy making, coherence is a multidimensional commitment which needs to take place within the overall framework of the EU sustainable development strategy. Non-development policies [trade, agriculture, fisheries, food safety, transport and energy] should respect development policy objectives...” (European Commission, 2005:3).

That is why the European Trade Union Confederation (representing 60 million members from 36 countries) along with more than 200 civil society organisations and social movements from Europe and Latin America are shocked that the EC is prepared to sign deals with Colombia and Peru – which will legitimise a country responsible for the highest levels of assassinations of trade unionists, and exacerbate violations of indigenous rights across the Andes and the Amazon.

If the European Union wants to show that its rhetoric of ‘policy coherence’ and respect for human rights is more than empty words, it needs to draw the line somewhere and say ‘no’ to the EU-Colombia/Peru FTAs. At the very least, these agreements must be opened up to a Europe-wide debate by elected politicians, which can be done if these agreements are declared ‘mixed agreement’.

Section headline level one

After failing to negotiate an Association Agreement on a region-to-region base with the Andean Region, the EU went ahead and negotiated bilateral Free Trade Agreements (FTAs) with Peru and Colombia alone. These FTAs would replace the preferential scheme for Colombia and Peru, the General System of Preferences, known as GSP+.

The formal negotiations closed in March 2010 but the agreements are yet to come into force. Once the final texts are initialled by the negotiators, the Commission will submit them to the Council for formal approval. The FTAs will then be submitted by the Council to the European Parliament for its consent. Furthermore, if the agreements are declared “mixed”, national Parliaments of the 27 EU Member States would also need to ratify the agreements. According to the legal services department of the European Parliament, when National Parliaments are consulted, their vote refers to the whole Agreement and not just to the part that is of their competence. Therefore, if one National or local Parliament decides not to ratify, the agreement would not enter into force. Finally, ratification is also needed by the Peruvian and Colombian Congresses.

Section headline level one: longer title to show multiple lines in a section headline

The inclusion of these clauses constitutes the legal basis for the agreements to be considered of “mixed” nature. Furthermore, the agreements will have repercussions in areas that are non-commercial, such as public health, essential services, the capacity of States to promote sustainable development and human rights, and therefore National Parliaments should be consulted.

While the legal services departments of the European Commission, European Parliament and the Council have yet to produce legal opinions on the issue, parliamentarians of Germany, UK and Ireland have all presented motions demanding that the agreement with Colombia and Peru be declared mixed and therefore be discussed and put for ratification by their respective national parliaments.
The signing of the agreements by the Council and the beginning of the ratification process is likely to take place in 2012, and the conclusion much later. However, the European Commission will almost certainly propose the provisional implementation of the FTAs at the time the European Parliament is supposed to give its consent.

Trade Unions from Colombia and Europe, including the European Trade Union Confederation (ETUC) and the International Trade Union Confederation (ITUC), as well as civil society organisations from Latin America and Europe have repeatedly presented evidence of the socio-economic and environmental impacts of these FTAs and exposed as unacceptable the willingness of the European Union to enter into FTAs with countries where clear abuses of human rights and trade union rights are committed, in some cases with the complicit support of the government. Furthermore, recently, they have denounced the Colombian government for its attempts to mislead the international community, and the European Parliament in particular, on the advances made by the Santos Administration regarding the situation of human rights.

Section subheadline level two

The European Commission argues that the agreement is a good deal because it requires ambitious commitments from all sides. It assumes that EU, Colombia and Peru are equal partners, yet there are huge asymmetries between the EU on one side and Colombia and Peru on the other. For example, the gross national income (GNI) per capita of the EU is 3.3 times the GNI per capita of Colombia and 3.6 times the one of Peru. According to the EU-Andean Sustainability Impact Assessment (SIA, 2009: 24, 27), “by 2000, it was estimated that 45 percent of children in Colombia live in poverty. High income inequality and demographic transitions are among the most significant factors that help to explain this pattern”. The report also noted that “widespread inequality was observed in terms of income, poverty rates and most related social indicators.

Decreasing these differences among and inside the regions was to be a priority of the negotiations. However, the agreements do not incorporate effective mechanisms that take into consideration the existing wide asymmetries. Rather, they are likely to increase these inequalities. This concern has been expressed by the UN Economic and Social Council that in 2010 referring to Colombia stated:

“The Committee is concerned that bilateral and multilateral trade agreements signed by the State party may affect the enjoyment of economic, social and cultural rights, in particular of disadvantaged and marginalized groups, such as indigenous and Afro-Colombian peoples and persons living in rural areas” (UN, 2010a:3).

Colombia and Peru FTAs with the EU contain provisions related to investment, intellectual property, competition policy, government procurement and services in addition to demands for trade liberalisation. The inclusion of far-reaching demands in these areas will require crucial changes in national law and policy in these developing countries. Furthermore, it will likely reduce Colombia and Peru’s policy space to promote policies of sustainable and equitable development in these critical areas.

Section headline level two: longer subheadline to show multiple lines in a section subheadline

Because import taxes in Peru and Colombia for EU products are higher than EU import taxes, the FTA requires substantially more effort from these Latin American countries in reducing tariffs. As a consequence governments will see large reductions in tax income that they could have otherwise used on social expenditures. In the case of Peru, it is expected a decrease in tariff revenues of 27.8 percent. Furthermore, many domestic sectors will be affected
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Drone ‘pilots’ controlling lethal drone strikes in Afghanistan from their control stations at Creech U.S. air force base on the northern fringes of Las Vegas, Nevada

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A tribesman in North Western Pakistan sits in the remains of his house after a drone attack in January 2006 (Photo: Tariq Mahmood/AFP/Getty Images)
Source: https://www.thebureauinvestigates.com

Funeral for civilian drone victims, North Western Pakistan
Source: https://www.thebureauinvestigates.com

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A tribesman in North Western Pakistan sits in the remains of his house after a drone attack in January 2006 (Photo: Tariq Mahmood/AFP/Getty Images)

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BOX 1:
Recent reform initiatives in Latin America

Guatemala: The coordination mechanism between the Attorney General’s Office, the Ministry of Interior, and the International Commission against Impunity in Guatemala.

Guatemala launched an initiative in 2007 to strengthen the criminal investigation capacities of its National Civilian Police, adopting a decentralized management model for the unit responsible for violent crimes. In the process, it strengthened collaboration between the Ministry of Interior – which has jurisdiction over the police – and the Attorney General’s Office. Supported by the International Commission against Impunity in Guatemala (CICIG), the strategy has proven effective in solving high-profile cases and bringing down the impunity rate for homicides. Prosecutors supervise police investigators as they collect evidence, obtain arrest or search warrants, and carry out wiretapping.

Colombia: The “Quadrants Plan” and a decentralized police system based on establishing close ties with the community.

Colombia’s National Plan for Community Policing by Quadrants (Plan Nacional de Vigilancia Comunitaria por Cuadrantes), which has been implemented in eight cities, developed a decentralized law enforcement strategy based on establishing close police ties with the community in order to address social problems and respond to crime. It is implemented based on a strategic study of each quadrant and relies on geo-referenced data to inform decision making and improve resource distribution. An evaluation by the Fundación Ideas para la Paz found that police stations with units fully trained to operate under this model were more effective at controlling crime compared to their counterparts who had not received this training.

Brazil: Rio de Janeiro’s Pacifying Police Unit (UPP), a community policing programme created to regain control of the favelas in Rio de Janeiro.

Based primarily on establishing territorial control, this strategy is carried out in three phases: 1) “tactical” intervention by the military police; 2) stabilization; and 3) consolidation. The UPP is responsible for the latter two stages. According to Fernández de Castro et al., in contrast to the previous “strike and retreat” strategy, this model operates as a form of community policing where territorial presence and quality of service differ significantly from traditional policing models. The units are made up of new recruits who receive higher salaries and training in community relations, human rights, and conflict resolution. Since its creation the programme’s gains in public security have been evident, but recently the confidence in the UPP has been sapped by a series of human rights abuses by police officers. In some places disputes between drug traffickers and police have resurged. Some people argue the “pacification” has not been followed by improvement in social service and infrastructure.

Brazil: Minas Gerais’s “Fica vivo” (“Stay Alive”), created to reduce the number of murders in high-risk populations.

Launched in 2003, this program grew out of a geo-referenced study on violent crimes committed from 1992 to 2002 conducted by the government and the Federal University of Minas Gerais. It aims to reduce the number of murders in high-risk populations, namely young men aged 15 to 19. According to Fernández et al. Fica Vivo began with three basic premises: 1) violence tends to be concentrated in specific locations; 2) the use of violence is “contagious” and can spread among the most vulnerable groups; 3) violence is usually employed by a small group. Consistent with this thinking, the programme targeted six disadvantaged neighbourhoods with the highest violence rates. It set up task forces comprised of police, prosecutors, and representatives of the child welfare agency and the schools to design long-term strategies tailored to the problems in each area.
Endnotes

1. The name derives from a type of target calculation software first used in 2002, which US drone pilots routinely label using the dehumanising euphemism ‘Bug Splat’.


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Layout options

VERSION 3: Standard format wide left

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Introduction

Inter-regional trade has traditionally received strong support in the European Union for its potential to increase investment, create jobs and build linkages and mutual ties between regions. However, it is widely agreed that commercial needs can not take precedence over human rights, tackling poverty and environmental degradation, and the need for sustainable development. The European Union’s own documents assert this: “Within the broad context of EU policy making, coherence is a multidimensional commitment which needs to take place within the overall framework of the EU sustainable development strategy. Non-development policies [trade, agriculture, fisheries, food safety, transport and energy] should respect development policy objectives…” (European Commission, 2005:3).

That is why the European Trade Union Confederation (representing 60 million members from 36 countries) along with more than 200 civil society organisations and social movements from Europe and Latin America are shocked that the EC is prepared to sign deals with Colombia and Peru – which will legitimise a country responsible for the highest levels of assassinations of trade unionists, and exacerbate violations of indigenous rights across the Andes and the Amazon.

If the European Union wants to show that its rhetoric of ‘policy coherence’ and respect for human rights is more than empty words, it needs to draw the line somewhere and say ‘no’ to the EU-Colombia/Peru FTAs. At the very least, these agreements must be opened up to a Europe-wide debate by elected politicians, which can be done if these agreements are declared ‘mixed agreement’.

Background

After failing to negotiate an Association Agreement on a region-to-region base with the Andean Region, the EU went ahead and negotiated bilateral Free Trade Agreements (FTAs) with Peru and Colombia alone. These FTAs would replace the preferential scheme for Colombia and Peru, the General System of Preferences, known as GSP+.

The formal negotiations closed in March 2010 but the agreements are yet to come into force. Once the final texts are initialled by the negotiators, the Commission will submit them to the Council for formal approval. The FTAs will then be submitted by the Council to the European Parliament for its consent. Furthermore, if the agreements are declared “mixed”, national Parliaments of the 27 EU Member States would also need to ratify the agreements. According to the legal services department of the European Parliament, when National Parliaments are consulted, their vote refers to the whole Agreement and not just to the part that is of their competence. Therefore, if one National or local Parliament decides not to ratify, the agreement would not enter into force. Finally, ratification is also needed by the Peruvian and Colombian Congresses.
contain provisions that are not part of the common trade policy of the EU: disarmament and non-proliferation of weapons of mass destruction (Art. 2), a democratic clause (Art. 1) and some provisions on environment. The inclusion of these clauses constitutes the legal basis for the agreements to be considered of “mixed” nature. Furthermore, the agreements will have repercussions in areas that are non-commercial, such as public health, essential services, the capacity of States to promote sustainable development and human rights, and therefore National Parliaments should be consulted.

While the legal services departments of the European Commission, European Parliament and the Council have yet to produce legal opinions on the issue, parliamentarians of Germany, UK and Ireland have all presented motions demanding that the agreement with Colombia and Peru be declared mixed and therefore be discussed and put for ratification by their respective national parliaments.

The motion by German MPs insisted on the German Bundestag’s right to assess and ratify the FTA between the EU, Colombia and Peru. They called on “the Bundestag to exercise its legislative duty of taking a decision on the ratification of a free-trade agreement between the EU, Colombia and Peru which, rather than dealing exclusively with trade policy, also deals with issues relating to structural, constitutional and human rights policy” (German Bundestag, 2010). In a similar tone, the motion by UK MPs, called on the Government to accept that the EU FTA with Colombia and Peru is a mixed agreement, and therefore “has to be expressly ratified by each member state, including the UK” (UK Parliament, 2010).

The signing of the agreements by the Council and the beginning of the ratification process is likely to take place in 2012, and the conclusion much later. However, the European Commission will almost certainly propose the provisional implementation of the FTAs at the time the European Parliament is supposed to give its consent.

Why civil society, trade unions and many parliamentarians reject the EU-Colombia / Peru FTAs

Trade Unions from Colombia and Europe, including the European Trade Union Confederation (ETUC) and the International Trade Union Confederation (ITUC), as well as civil society organisations from Latin America and Europe have repeatedly presented evidence of the socio-economic and environmental impacts of these FTAs and exposed as unacceptable the willingness of the European Union to enter into FTAs with countries where clear abuses of human rights and trade union rights are committed, in some cases with the complicit support of the government. Furthermore, recently, they have denounced the Colombian government for its attempts to mislead the international community, and the European Parliament in particular, on the advances made by the Santos Administration regarding the situation of human rights.
These FTAs will have serious negative socio-economic and environmental impacts

The European Commission argues that the agreement is a good deal because it requires ambitious commitments from all sides. It assumes that EU, Colombia and Peru are equal partners, yet there are huge asymmetries between the EU on one side and Colombia and Peru on the other. For example, the gross national income (GNI) per capita of the EU is 3.3 times the GNI per capita of Colombia and 3.6 times the one of Peru. According to the EU-Andean Sustainability Impact Assessment (SIA, 2009: 24, 27), “by 2000, it was estimated that 45 percent of children in Colombia live in poverty. High income inequality and demographic transitions are among the most significant factors that help to explain this pattern”. The report also noted that “widespread inequality was observed in terms of income, poverty rates and most related social indicators (for instance, access to healthcare and educational services)”.

Decreasing these differences among and inside the regions was to be a priority of the negotiations. However, the agreements do not incorporate effective mechanisms that take into consideration the existing wide asymmetries. Rather, they are likely to increase these inequalities. This concern has been expressed by the UN Economic and Social Council that in 2010 referring to Colombia stated:

“The Committee is concerned that bilateral and multilateral trade agreements signed by the State party may affect the enjoyment of economic, social and cultural rights, in particular of disadvantaged and marginalized groups, such as indigenous and Afro-Colombian peoples and persons living in rural areas” (UN, 2010a:3).

Colombia and Peru FTAs with the EU contain provisions related to investment, intellectual property, competition policy, government procurement and services in addition to demands for trade liberalisation. The inclusion of far-reaching demands in these areas will require crucial changes in national law and policy in these developing countries. Furthermore, it will likely reduce Colombia and Peru’s policy space to promote policies of sustainable and equitable development in these critical areas.

Trade liberalisation will decrease tax income and undermine agricultural sectors in Colombia and Peru

Because import taxes in Peru and Colombia for EU products are higher than EU import taxes, the FTA requires substantially more effort from these Latin American countries in reducing tariffs. As a consequence governments will see large reductions in tax income that they could have otherwise used on social expenditures. In the case of Peru, it is expected a decrease in tariff revenues of 27.8 percent. Furthermore, many domestic sectors will be affected...

The Colombian Federation of cattle farmers has warned that by signing the FTA, 400 thousand small producers will be bankrupted by the inundation of European milk.
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Funeral for civilian drone victims, North Western Pakistan
Source: https://www.thebureauinvestigates.com

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A tribesman in North Western Pakistan sits in the remains of his house after a drone attack in January 2006

Funeral for civilian drone victims, North Western Pakistan
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