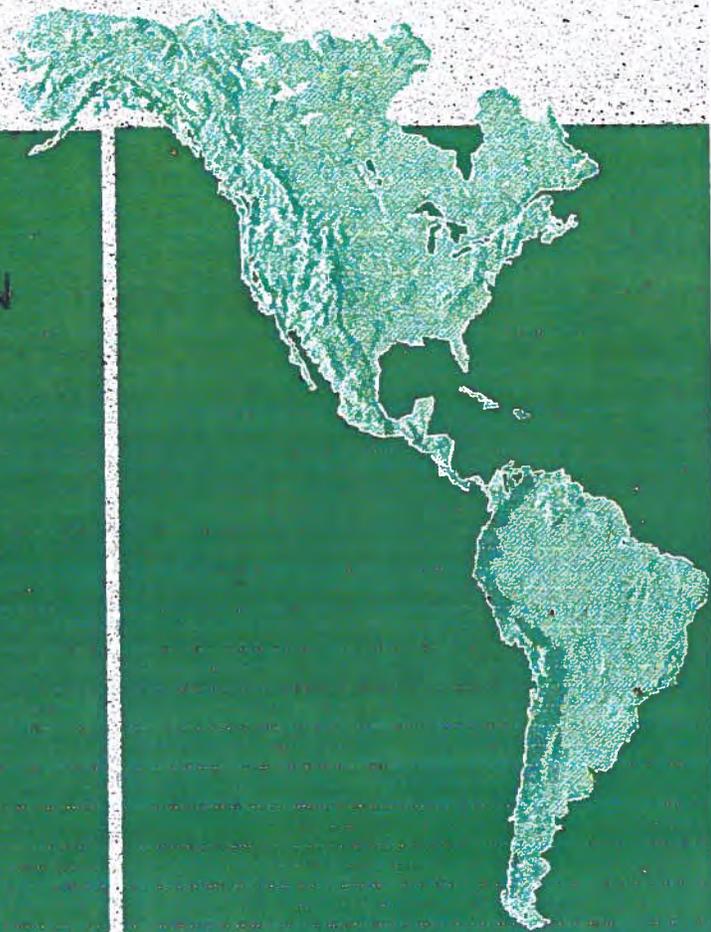


THE SECOND
INTER-AMERICAN
CONFERENCE
OF MAYORS

An Emerging
Policy Agenda
for Local
Government

APRIL 17-19, 1996



FINAL REPORT

SPONSORED JOINTLY BY THE WORLD BANK, OAS, IDB, USAID AND IAF
MIAMI, FLORIDA, U.S.A.

**The Second Inter-American Conference of Mayors:
*"An Emerging Policy Agenda for Local Government"***

Sponsored jointly by the World Bank, the Organization of American States, the Inter-American Development Bank,
the United States Agency for International Development and the Inter-American Foundation
April 17-19, 1996, Miami, Florida

Final Report



**The Second Inter-American Conference of Mayors:
"An Emerging Policy Agenda for Local Government"**
Sponsored jointly by World Bank, OAS, IDB, USAID, and IAF
April 17-19, 1996, Miami, Florida

Table of Contents

Conference Program	ii
Purpose and Background	v
Synopsis	v
Preface	vii

Conference Report

I.	Background: A Quiet Revolution in an Urban Continent	2
II.	Exploring Pathways for Urban and Economic Development -- The Role of Cities	3
III.	Fiscal and Financial Dimensions of Economic Development in Cities	7
IV.	Local Initiatives for Environmental Management and Sustainable Development	8
V.	Decentralization and Local Government Capacity	11
VI.	Local Government and Civil Society	12
VII.	Looking Toward the Future	13

Annex 1: Speeches (In order of presentation)

A.	Anthony Pellegrini, The World Bank
B.	Mark Schneider, USAID
C.	Orlando Reos, IDB
D.	Elizabeth Spehar, OAS
E.	Cesar Gaviria, Secretary General, OAS
F.	Sri-Ram Aiyer, LATDR, The World Bank

Annex 2: List of Participants

**The Second Inter-American Conference of Mayors:
"An Emerging Policy Agenda for Local Government"**
Sponsored jointly by World Bank, OAS, IDB, USAID, and IAF
April 17-19, 1996, Miami, Florida

Conference Program

Session:

Speakers/Panelists:

April 17

Welcome: Introduction by Allan Rosenbaum

Arthur Teele, Jr., Chair, Metro Dade County Board
of Commissioners
Mariso Rodriguez, Office of the Honorable Senator
Bob Graham

Welcoming Remarks

Anthony Pellegrini, The World Bank
Mark Schneider, USAID
~~Orlando Reos, IDB~~
Elizabeth Spehar, OAS

Introduction to Networking

David Hales, USAID

I. Economic Development: "Private Sector Perspectives"
moderated by: Mark Schneider, USAID

Ian Bromley, Economic Development Dept., Metro
Toronto Council
Ronald MacLean, Mayor, La Paz, Bolivia

Lunch

Antonio Ledezma, Mayor of Caracas, Venezuela
Merrett Stierheim, Greater Miami Convention &
Visitor's Bureau
Narinder Jolly, Metro Dade Aviation Department

Panels:

Panel 1. Encouraging Business Growth: The Role of the City
moderated by: Paul Holden, ERI - Latin America

Geoffrey Shepherd, The World Bank
Ernst Brugger, FUNDES
Bernardo Henao, COLDITEC, LTDA, Colombia
Ruben Martí, Intendente de Cordoba, Argentina
Robert Rosenberg, Hawkins, Delafield, & Wood
Jorge Hernán Cárdenas, Office of the Secretary
General, OAS

Panel 2. Economic Development: "The City as Borrower"
moderated by: Orlando Reos, IDB

Key Note Address: "The Role of the City in a Global Economy"

Cesar Gaviria, Secretary General, OAS

Networking Sessions:

1. "Building Partnerships for International Trade"
moderated by: Don Borut, National League of Cities

1. Gary McCaleb, Mayor of Abilene, Texas
Julio Guichard, Director, Office of International
Trade, New Orleans, LA
Chuck Anderson, ICMA

2. "Popular Participation in Bolivia"
moderated by: John Swallow, USAID

2. Carlos Hugo Molina, Sec. Popular Participation,
Bolivia
Ronald MacLean, Mayor, La Paz, Bolivia

**The Second Inter-American Conference of Mayors:
"An Emerging Policy Agenda for Local Government"**

Sponsored jointly by World Bank, OAS, IDB, USAID, and IAF
April 17-19, 1996, Miami, Florida

Session:	Speakers/Panelists:
April 18	
II. Environmental Management and Sustainable Development moderated by: David Hales, USAID	Miguel Diaz de la Portilla, Vice-Chair, Dade County Commission Roberto Herrera-Caceres, Secretary General, OAS
Panels:	
Panel 1. Economic Incentives for a Sustainable Environment moderated by: Steve Bender, OAS	Nelly Gray de Cerdan, Coord., Centro de Estrategias Territoriales para MERCOSUR, Mendoza, Argentina Keith Miller, Local Government Reform Unit, Ministry of Local Gov't and Works, Jamaica Manuel Arango Velez, Mayor of Pereira, Colombia
Panel 2. Environment of the Urban Poor: "Participation and Service Provision" moderated by: Tim Campbell, The World Bank	Moema Miranda, Coord, IBASE Hunger Campaign Sofia Prats, Mayor of Huechuraba, Chile Marlon Lara, Mayor of Puerto Cortes, Honduras
Panel 3. Local Government Leadership in Environmental Awareness moderated by: Walter Arensburg, IDB	Terezana Carvalho de Mello, Curitiba, Brazil Roque Sevilla, Council member, Quito Mauricia Arias, Mayor of Manizales, Colombia
III. Economic Development: "Local Government Perspectives" moderated by: Bruce Kaplan	Jaime Ravinet, Mayor of Santiago, Chile Morin Seymour, Kingston Restoration Project
Panels:	
Panel 1. Local Mechanisms for Promoting Economic Development moderated by: Eduardo Rojas, IDB	Omar Perotti, Min. Production, Santa Fe, Argentina Saul Ramirez, Mayor, Laredo, Texas, USA Don Borut, Executive Director, NLC Hector Luis Acevedo, Mayor, San Juan Puerto Rico
Panel 2. Partnerships and Strategic Planning	Fernando Rojas, ILSA, Cali, Colombia Guadalupe Lopez, Mayor, Villanueva, Honduras Jose Brakarz, IDB
Panel 3. Local Government Management Capacity moderated by: Constantino Urcuyo, Costa Rica	Rafael Gonzalez, Intendente de Resistencia, Argentina Oscar Berger, Mayor, Guatemala City Martha Curry, Director, Seattle Planning Commission Luisa Cuculisa, Mayor of San Borja, Peru

**The Second Inter-American Conference of Mayors:
 "An Emerging Policy Agenda for Local Government"**
 Sponsored jointly by World Bank, OAS, IDB, USAID, and IAF
 April 17-19, 1996, Miami, Florida

Session:	Speakers/Panelists:
----------	---------------------

April 19

IV. Local Government and Civil Society
 moderated by: Patrick Fn'Piere, USAID/DG

Carlos Filizzola, Mayor, Asunción, Paraguay
 Tarso Genro, Mayor Pto. Alegre, Brazil

Panels:

Panel 1. Forging Links Between Local Government and Citizens
 moderated by: John Swallow, USAID

Carlos Hugo Molina, Sec. Pop. Partic., Bolivia
 Nancy Graham, Mayor, West Palm Beach, Florida
 Hon. Joseph Charlemagne, Mayor, Port-Au-Prince,
 Haiti

Panel 2. Local Government and NGOs
 moderated by: Steven Griner, USAID

Elias Santana, ex. Dir., Escuela de Vecinos,
 Caracas, Venezuela
 Jorge Vargas, Dir. Exec. SICA
 David Valenzuela, Inter-American Foundation
 Gloria Cuartas, Mayor, Apartadó, Colombia

Panel 3. National-Local Government Relationships
 moderated by: Marcela Huertas, OAS

Giorgio Martelli, Secretario Ejec., Asoc. Chileno de
 Municipios
 Fernando Carrillo, IDB, Colombia
 Mario Lopez, Diputado, Honduras

Lunch

Commissioner J.L. Plummer, Jr., Chair, City of
 Miami, International Trade Board
 Natacha Millan, Metro Dade County Commissioner
 Sri-Ram Aiyer, LATDR, The World Bank

Wrap-up

Jorge Hernán Cárdenas, OAS
 Charles Reilly, IDB

***Please note: Due to extenuating circumstances, several of the speakers were unable to attend. In these cases, an alternate speaker was selected.**

Second Inter-American Conference of Mayors

An Emerging Agenda for Local Government

Sponsored jointly by the World Bank, OAS, IDB, USAID and IAF

April 17-19, 1996

Miami, Florida

Principal Author:

Tim Campbell, World Bank

Contributing Authors:

Mark H. Bidus, International City/County Management Association

Jorge Hernán Cárdenas, Organization of American States

John Fisher, Consultant

Allan Rosenbaum, Florida International University

Purpose and Background

The Second Inter-American Conference of Mayors built on the process begun in 1994 to bring together local, regional, and national leaders in the public and private sectors from across the Americas. The conference focused on a growing set of issues emerging with the decentralization of governance in the region. Nearly 400 legislative and executive officials from city, regional, and national governments in the Americas, as well as observers and interested parties from private and nongovernmental organizations in the Americas and Europe, attended the gathering in Miami. Response from officials in the region was strong, due in part to the burgeoning democratic and citizen participation movement in the region, new laws, decrees and constitutional amendments in many countries, and the realization that the abilities and resources of centralized national governments are limited. Interest in the conference can also be attributed to a growing number of local elected authorities who have stronger professional backgrounds than in the past, who are entering office with fresh political

mandates, and who have an appetite for a greater role for local governments in national development. Officials at both local and national levels are now deeply engaged in a quiet revolution (the subtle shift in political and fiscal power away from central governments to local governments), working out new arrangements for decentralized governance following reforms over the past decade. The conference provided the opportunity to address a fresh set of issues now emerging on the agenda for local government: local economic development, trade, environmental quality and the poor, and the role of civil society.

Synopsis

EXPLORING PATHWAYS FOR URBAN AND ECONOMIC DEVELOPMENT: THE ROLE OF CITIES

Several panels and plenary addresses featured both public and private perspectives on the business-city relationship and on the processes and techniques open to cities to change the business environment. The problem, addressed from many angles at the conference, is that the change in

mentality following state reform and decentralization, and the growing eagerness to foster business and privatization, are often frustrated by tangles of regulations and hidden costs for big and small businesses. Though not exhaustive, the problems and new approaches include:

- **Strategic Planning.** Strategic Planning can be seen as the private sector equivalent of identifying a market niche and moving to fill it. This should involve reaching a consensus on a city's vocation and a commonly understood objective in long-term development.
- **City Marketing.** The concept of city marketing goes well beyond the packaging of a city and its opportunities. To "market" a city implies critical examination of conditions to increase the attractiveness of a city to potential investors.
- **Clusters.** The concept of clusters refers to cities and industries capturing and enjoying benefits of agglomeration. City and regional planners can begin exploring natural clusters and corresponding needs for interregional cooperation as a way to enhance competitiveness.
- **Downtown Redevelopment.** Santiago and Kingston both created a corporation to revitalize traditional city centers, create employment, stimulate private investment and residential upgrading, and importantly, forge a new mentality in the eyes of the public and business sectors about living and doing business downtown.
- **Small Enterprises.** Small enterprises create the bulk of urban employment, yet often face the most daunting obstacles. In particular, streamlining bureaucratic red tape and improving the business environment are key determinants for small enterprise development.

FISCAL AND FINANCIAL DIMENSIONS OF ECONOMIC DEVELOPMENT IN CITIES

Many speakers, in searching for a formula to relieve financial distress and restore sustainable growth in cities, referred to innovative, private sector approaches to management and market-oriented techniques to conducting business in cities like Bogota, La Paz, Santiago, and Toronto. One major problem is that replicating these achievements, and transforming the financial perspectives of local governments, is as much a political-cultural dimension of change as it is a technical obstacle. Another dimension of local finance is the need to package services in tune with local need and market demand. The quest for fiscal autonomy in cities often collides with unfavorable realities of urban finance—cost-revenue ratios of large scale infrastructure and the long life of urban capital stock—making cooperative arrangements and credit financing a necessity. Direct lending and financial intermediation for city credit—together with a possible transition to market driven finance—were illustrated with the case of the Colombian Territorial Development Fund (FINDETER).

LOCAL INITIATIVES FOR ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE DEVELOPMENT

A major problem addressed at the conference was how to engage the informal sector in environmental management and sustainable development. Governments often underestimate the ability of low income communities and their willingness to solve urban environmental problems that affect their day-to-day lives. Many of the examples brought out in the conference show that under supportive conditions, low income neighborhoods and communities have addressed urban environmental

problems such as air pollution and flooding, which in the past have been seen as too great in magnitude and too vast for communities to address. The two interrelated themes which characterize successful sustainable urban development in Latin America that emerged from the conference are (1) local governments have a critical role to play in leading the process of sustainable development; and (2) the process must actively engage civil society and the private sector.

DECENTRALIZATION AND LOCAL GOVERNMENT CAPACITY

As the decentralization and reform of the state movement sweeps through Latin America, local governments have little representation in formulating the policies and practices that directly affect the governance of their communities. Additionally, more autonomous municipal governments will have new needs for capacity building and elected leadership training, horizontal cooperation and exchange of information, innovations for sharing resources and taking advantage of economies of scale, and developing a need for local governments to relate to supranational entities particularly in the area of international trade. National municipal associations can offer a vehicle through which municipal governments can jointly overcome common problems and address the future needs of local government.

LOCAL GOVERNMENT AND CIVIL SOCIETY

Society is no longer divided between public and private sectors. A new sphere is developing with new rights and responsibilities being forged out of what was once an adversarial relationship between the state and civil society. The state must be able to meet the minimum demands

of its citizenry while mechanisms need to evolve which address the requirements of a public-private partnership in governing. Examples of participatory mechanisms and innovations were evident in conference presentations including the legislation of community grassroots organizations in Bolivia, participatory budget processes in Argentina and Paraguay, the evolution of public meetings and the increased cooperation between local governments, NGOs and community organizations throughout the region.

LOOKING TOWARD THE FUTURE

The surge of interest in the conference reflects the importance of quiet revolution and the prospects for the next generation of urban development. But shifting decision-making authority and revenues to the local level also resurrects a specter of fast talk and loose spending by city governments. Engaging in risky ventures like borrowing and unproductive job creation have in the past proven to be both ineluctable to leaders and the undoing of cities' fiscal health in rich and poor countries alike. The conference reinforced the idea that a shift in the form and style of governance, together with other factors like trade agreements, a new generation of leaders, and innovations in local government establish a hopeful basis for strengthening the role of cities in regional and national growth, in improving environmental quality, and in alleviating poverty. The next steps, voiced widely among conference participants, should be to move to more detailed considerations in specific cities, regions or thematic areas. The sponsors are ready to be helpful in this direction, provided local organizations and governments continue to express an interest in assuming a share of responsibility in doing so.

Preface

The Second Inter-American Conference of Mayors was designed to bring together local, regional, and national leaders in the public and private sectors across the Americas to discuss emerging areas of interest to local governments. In particular, the conference aimed to achieve the following:

- Exchange ideas about the challenges local governments face.
- Explore the role of local government, civil society, and the private sector in providing leadership in economic development, democratic institution building, and environmental management.
- Examine the role of national and regional government (including legislative bodies), civil society, and the private sector in supporting local officials as they carry out their new responsibilities.

The conference drew nearly 400 legislative and executive officials from city, regional, and national governments in the Americas, as well as observers and interested parties from private and nongovernmental organizations in the Americas and Europe. Also invited were the media and representatives of major municipal associations.

The conference aimed to build on the process begun in November 1994, with the first Inter-American Conference of Mayors, "Pathways of Development for Municipal Governance," held in Washington, D.C.

That conference was energized by highly motivated local officials cognizant of the new role of local governments in the Americas. The first conference also added to the momentum created by the Summit of the Americas in Miami in December 1994, and called international attention to the important new role of local government in democratic development in Latin America.¹

The Second Inter-American Conference of Mayors was jointly sponsored by the World Bank, the United States Agency for International Development (USAID), the Organization of American States (OAS), the Inter-American Development Bank (IDB) and the Inter-American Foundation (IAF). Local activities were organized by The Institute for Public Management and Community Service of Florida International University with important financial and logistical support from the government of Metropolitan Dade County, Florida. Collaborative assistance in planning, managing, and following up on the conference was provided by the Federation of Central American Municipalities (FEMICA), International Union of Local Authorities (IULA), the International City/County Management Association (ICMA), the National League of Cities (NLC), and the Network of South American Municipal Associations. Many municipal officials from South and Central America as well as from the U.S. and Canada gave very helpful advice.

¹The conference report is available in English, Portuguese, and Spanish from any of the sponsoring agencies.

Second Inter-American Conference of Mayors

An Emerging Agenda for Local Government

Sponsored jointly by the World Bank, OAS, IDB, USAID and IAF

April 17–19, 1996

Miami, Florida

CONFERENCE REPORT

This document summarizes the principal themes discussed during the conference and presents some of the country-specific experience introduced to amplify the themes. The report, which does not always follow the order of presentation at the conference, is organized as follows:

- I. Background
 - II. Exploring Pathways for Urban and Economic Development—The Role of Cities
 - III. Fiscal and Financial Dimensions of Economic Development in Cities
 - IV. Local Initiatives for Environmental Management and Sustainable Development
 - V. Decentralization and Local Government Capacity
 - VI. Local Government and Civil Society
 - VII. Looking Toward the Future
-

I. BACKGROUND

A Quiet Revolution in an Urban Continent

Most mayors in the Latin American region are acutely aware of the urbanization pressures they face. By the year 2010, four out of five persons in Latin America and the Caribbean will be living in cities and urban areas, and nearly 300 cities in the region already have populations greater than 100,000. These circumstances signify that a great part of the quest for and consequences of improved governance are to be played out in an urban context. Though this numerical aggregate increases the magnitude of urban challenges, a qualitative change of historical proportions is also taking place in the region.

A quiet revolution is sweeping across all of Latin America, transforming the face of city governments and shifting the focal point for growth policy. Though most of the world is still unaware of this revolution, the relationships of political and fiscal powers have changed dramatically in the region, altering the balance of power in favor of local governments. The quiet revolution has also given strong, new impetus to popular participation in local choice-making. These changes stem from two striking but largely unheralded trends, both emerging only in the past ten years, both utterly unimaginable only two decades ago.

One trend is the transfer of decision-making and spending power from central to local governments. As the central state model of government became exhausted by indebtedness and the Cold War, nations in Latin America began almost in unison to reshuffle responsibilities and share revenues with local governments. Local governments from Guatemala to Argentina are now involved in 10 to 30 percent of public spend-

ing, amounting to significant fractions of GDP.

The second trend is the democratic transition, in the selection of not just national leaders, but virtually every mayor and council person in the more than 13,000 units of local government in Latin America and the Caribbean. Only a few islands have not completed this transition. Today, a returning visitor from another planet, having viewed governance in the region in the 1970s when authoritarian regimes controlled local affairs, would be stunned to see not just elections at the local level, but local electoral reforms in nearly half the countries of the region. Electoral and other reforms have led to a growing number of progressive city executives with their own bases of power.

A New Generation of Mayors at the Second Inter-American Conference

Encouraged by fresh mandates, a new generation of mayors is now coming to power eager to be responsive and willing to innovate. They are mobilizing local participation, strengthening organizational capacities, and even raising local taxes despite increasing flows of shared revenues from central governments. Opinion polls in several countries reveal that local office holders are more respected, more trusted, and seen as more professional than national officials. The quiet revolution has triggered a surge of self-awareness and determination among local executives.

Many of these new generation leaders gathered in Miami to discuss how to fulfill their goals. One of these goals is to have a voice in national debates over development policy. Another goal of these mayors is to take hold of their destinies, the same urge that has fueled the UN's "City Summit" in Istanbul. Mayors are also intent on placing a

new set of items on the development agenda, including:

- new roles for cities in urban economic development, including job creation, trade, and city borrowing;
- the participatory process; and
- fresh perspectives on addressing poverty and environmental quality under the new circumstances of decentralization and increased local power.

These topics, which were covered in the conference, created a fresh opportunity to bring life to the lofty agreements reached at the Summit of the Americas and to lay out a new agenda for local governments into the next century.

II. EXPLORING PATHWAYS FOR URBAN AND ECONOMIC DEVELOPMENT—THE ROLE OF CITIES

Several panels and plenary addresses focused on the business-city relationship and on the processes and techniques available to cities to change the business environment. Speakers stressed the importance of the reciprocal nature of this relationship—the creation of jobs and a tax base—in places big and small. Many speakers emphasized the need to carefully fill spaces opened up by economic liberalization and described a new mentality in managing local affairs. One speaker suggested that cities should “think private sector, but act by public rules” and that businesses should think and act the other way around. This rule of thumb would ease the working relations between each domain and yield more than the customary roles—i.e., the private sector demands infrastructure and services and supplies wage payments to workers. Businesses could thus become more than demanders of local public goods. Symmetrically, cities are the natural location for non-agricultural business, but could do more to ease transaction costs and incor-

porate private players in long-term plans. They provide a market that stimulates growth; a pool of labor and supporting industries; a support network for specialization; and a number of spill-overs in related services, skills, knowledge, and science and technology. All of these are needed to deepen business sophistication.

The problem, addressed from many angles at the conference, is that the change in mentality following state reform and decentralization, and the growing eagerness of cities to foster business and privatization, are often frustrated by tangles of regulations and hidden costs for big and small business. Panels and speakers approached these issues from many perspectives.

Strategic Planning and City Marketing

One perspective expressed at the conference was that cities are beginning to be seen as self-aware entities, not only with a stake in shaping their own destiny, but also with the means to do so. Planning and marketing were seen as necessary, but far from sufficient, approaches to close the information and other gaps created by the legacy of central rule and to reduce the transaction costs in city business environments. The necessity of both marketing a city and conducting strategic planning shows the breadth of challenge to cities seeking to be more corporate in their personality.

Strategic planning is a vital experience for urban development that should be defined in terms of its intended goal, rather than by its content or format, and even less by the publication of a document. Far from the old style planning of the 1970s, strategic planning can be seen as the private sector equivalent of identifying a market niche and moving to fill it. Perhaps most important today, strategic planning involves reaching consensus on a city's vocation and a com-

monly understood objective in long-term development. The idea of consensus is critical. A strategic planning exercise has merit only if it provides a unified vision of direction to take, an articulation of this vision, and a sense of discipline in how to get there. The planning process is also an educational process and an opportunity for fruitful interaction throughout the community of interests in a city.

A variety of experiences with strategic planning were presented from Uruguay; Villanueva, Honduras; Porto Alegre, Brazil; and Cali, Colombia. These suggested the value of active participation of public and private actors as a vehicle for reaching consensus on direction. They questioned not whether to have some form of strategic plan, but how to plan; that is, to define a format suitable to bring together relevant actors and to produce fruitful discussion and basic agreement. Jose Brakarz of the IDB described the format used in Uruguay, a structured consultative process to identify first the city's "vocation," and then its problems, projects, and institutional tools. Guadalupe Lopez, Mayor of Villanueva—one of the fastest growing cities in Honduras—explained a system for encouraging social participation in shaping the municipal budget, using open forum meetings.

An even more distinct form of strategic planning has evolved in Cali, Colombia. Cooperative relationships between the public and private sectors can be traced back across seven decades. Joint efforts began with railroad construction in the 1920s, were extended to the seaport in the 1930s, the creation of a school of agriculture in the 1950s, the regulation of river flows and hydroelectric dam in the 1980s, and technological competitiveness in the 1990s. Through the rotation of leadership between the public and private sectors, together with deliberate efforts to create a shared vision,

Cali has managed to mobilize public and private sectors around strategic issues. The private sector has become a social actor and a key player in consensus seeking and in securing long-term commitment to public business.

City marketing extends well beyond the "packaging" of a city and its opportunities. To "market" a city implies critical examination of conditions to increase its attractiveness to potential investors. In highly decentralized circumstances, local authorities have a substantial degree of autonomy in raising funds and in deciding how to spend them. For example, the discretion of local authorities over business regulations is a key tool for attracting business investment. Ronald MacLean, Mayor of La Paz, detailed many steps being taken there to ease regulations, privatize services, and change the character of the urban public sector in order to project a more attractive investment climate.

Porto Alegre represents another example of creating a business environment composed of a partnership among the municipality, business institutes, unions, and civil society. The city established a technological incubator company and the Porto Alegre Trade Point, which includes a business facilitation center for local small to medium companies that need to gain access to the international market. Portosol Public Credit Institution offers specialized credits. There is also an industrial park organized around the idea of environmental preservation.

Whatever the circumstance, local authorities have the responsibility to look carefully at each package of services and costs and to compete with other municipalities to attract investment and jobs. Major cities in North America and Europe—Abilene, New Orleans, Toronto, and Barcelona—provided clear examples of

deliberate efforts to become prominent business centers in finance, commerce or trade. Don Borut from the National League of Cities noted however that the opportunities for greater urban trade need to balance environmental considerations as well, to limit the lowering of environmental standards to induce investments. As an example, he credited the NAFTA treaty for agreement on environmental standards and tools like impact statements to promote balanced development among its members.

Clusters

The concept of clusters refers to cities and industries capturing and enjoying the benefits of agglomeration—or what sometimes is also called the “network externality effect”; that is, a concentration of high value added firms that interrelate heavily with one another in one particular market segment. Well-known examples are the banking and finance industry in New York, chemical industries in Basil, and the flower industry in the Bogotá savannah. Cluster concepts have been resuscitated in theories of regional development to underscore the importance of positive spill-overs and highly specialized features that benefit an entire industrial complex in a city.

Besides their importance in strategic planning and city marketing, clusters may have a long-term influence on regional and global trade competition. Mayors may be interested in identifying clusters in their localities or regions to develop their own comparative advantage. They may also be interested in strategies for (and conferences on) regional and sub-regional integration.

Downtown Redevelopment

Another dimension of the economic development of cities is urban redevelopment, and several cases were described in

detail. Santiago, Chile (population five million), and Kingston, Jamaica (population nearly one million), share many common approaches and techniques in promoting local economic development. Both initiatives, organized by a corporation in each respective city, center on revitalizing traditional city centers; creating employment; stimulating private investment; and energizing business, government, and residents. These efforts aim to forge a new citizen attitude and, above all, a better quality of life.

An ambitious urban renewal effort in Santiago arose from the gaping disparity of low density, lower income housing in the city center on the one hand, and on the other, availability of motorized access to cheap and subsidized land in the periphery. In the 1950s a large fraction of Santiago's population of 670,000 lived in mainly middle income residences in a commercial area. By 1982, with outmigration from western Santiago, the population had fallen to 230,000. Hundreds of thousands of people were commuting in private automobiles from surrounding residential areas five to 20 kilometers from the downtown business district.

The Santiago project promoted re-densification of the western half of the municipality, organized under a private corporation of the city. The argument for the intervention was the presence of market failures expressed in stagnating properties and traffic congestion. Santiago's intent was to take advantage of the virtually complete and underutilized service infrastructure including water, solid waste collection, drainage, gas lines, public lighting, and telephone to re-densify the area and help reduce the adverse effects of motorized commuting.

To accomplish this ambitious objective, a number of complementary actions were

set in motion: arranging favorable financing; committing to an upgrade of public spaces and to rehabilitating historic buildings; designating the area as an urban renewal zone; offering minimum size land packages for sale; advising sellers of suggested minimum prices; and acting as an auctioneer based on minimum price and conditions. The central organizing principle was to change the borrowers' mentality vis-à-vis western Santiago and achieve a favorable image of this neglected part of the city.

In Kingston, even more specific partnerships were created. The Kingston Rehabilitation Corporation was formed as an ally of the municipal government. The project area transformed 100 square blocks of central Kingston that were badly neglected, vandalized, and crime-ridden into an attractive and vibrant part of the city. The derelict buildings have undergone a program of acquisition and adaptive reuse and have been sold to new commercial enterprises for government offices.

Like Santiago, the approach was a multifaceted one: undertaking physical rehabilitation combined with actions and programs to stimulate investment; encouraging businesses to return and generate new jobs; and working with the residents to actively develop their own skills and business talents. The actions have included community outreach, a grants program reinstating businesses or their expansion, a youth education support system, creation of community facilities, day care, services for the elderly, and many others. The impact was the creation of a sense of community and purpose. Financial support has come from donors, the municipality, and private enterprises. Much of the investment cost has been recaptured through sales and other returns.

To sum up, both cities achieved turn-arounds in urban character through a com-

ination of well-planned actions. A key to the successes in both cities was that the city thought as a corporation would, but acted in the public domain in ways that changed the mentality in the broader private sector.

Small Enterprises

Small enterprises create the bulk of urban employment, yet often have a more difficult time than big businesses in gaining the attention of authorities at both the national and local levels. Small businesses are often responsible for offering employment and economic opportunities to the poor but are kept outside the loop of mutual reciprocity by antiquated regulations. One panelist, Bernardo Henao, a small businessman in Colombia, depicted the excessive burden of regulation often imposed on small business by local authorities, reinforcing informality and harming cooperative relations with local governments.

Many donors, NGOs, and national organizations are active in overcoming these obstacles, for instance by facilitating small enterprises' access to credit and technical support. FUNDES of Switzerland, for example, has been effective in creating sources of assistance in technical and financial areas for businessmen like Mr. Henao. Ernst Brugger of FUNDES emphasized that cities should increase their business friendliness rather than seek sister-city relationships as a shortcut to success, as some cities seem to prefer. Innovations have been made in business creation, enterprise promotion, and market schemes for guaranteeing loans and reducing risks associated with lending to small enterprises. Conference participants expressed a great deal of interest in the details of these processes, and future meetings may need to allow for more thorough exploration, in smaller sessions, of the basic elements of successful experiences.

III. FISCAL AND FINANCIAL DIMENSIONS OF ECONOMIC DEVELOPMENT IN CITIES

Many speakers, in searching for a formula to relieve financial distress and restore sustainable growth, considered more private sector approaches to management and market-oriented techniques for conducting urban affairs. At the same time, many innovations at the local level are helping the public sector to improve municipal services and reduce the burden of cost to local government. More effective cost-sharing, beneficiary contributions, and betterment levies are among the instruments being used to achieve sustainable financing in some cities. Increasingly, innovative city governments are forging new ties with voter-taxpayers and securing a new fiscal bargain in which the taxpayers no longer oppose every tax and levy increase.

The problem is that replicating these achievements, and transforming the financial perspectives of local governments, is constrained not by technical obstacles but by political and cultural obstacles to change. Securing long-term financing at the local level, like accessing capital markets anywhere, depends greatly on faith in the system responsible for spending and management, and most cities have yet to overcome this barrier of credibility. Much of the conference debate focused on techniques for crossing this barrier.

Cesar Gaviria, the Secretary General of the OAS and a former mayor, advocated greater autonomy for cities to impose local taxes and fees at discretionary rates in order to generate their own revenue base. To make fiscal autonomy work, however, requires tighter, more verifiable linkages between the benefits of expenditure and corresponding rates or fees charged to users or property owners. Some of the most

exciting developments in local government are the fiscal innovations being made in a number of cities—Porto Alegre, La Paz, Santiago, Tijuana—by the new wave of local leaders represented at the conference.

Though the model of fiscal autonomy may be springing to life, propelled by logical, political, and moral appeal, panelists in several sessions debated the collision between autonomy in fiscal affairs with realities of urban finance. These realities—the disproportionate cost-revenue ratios of large scale infrastructure, the long, inter-generational life of urban capital stock, and the established custom of revenue transfers—make it all too easy for cities, and their patrons in ministries and congresses, to manage city development by managing revenue transfers.

The conference examined several methods of coping with the transitional nature of urban finance in decentralized states. One such mechanism is the Colombian Territorial Development Fund (FINDETER), created in 1990 as the central government's response to the significant increase in automatic transfers to local governments. Many decentralizing countries have established municipal development funds (MDF) to compensate for the lack of long-term capital for urban infrastructure. Though all the usual questions of sustainability, government political interference, and efficiency in credit allocation of MDF apply here, FINDETER's role in critical financing of local and regional projects has been unquestionably effective. It has operated in more than half the country's 1,048 municipalities. Properly managed, FINDETER is also an effective vehicle for access of local authorities to specialized technical assistance, updated cost comparisons, and cross fertilization.

Hawkins, Delafield & Wood, bond council to thousands of mayors across the U.S. and consultant to the IDB, suggested that FINDETER might explore a role in the development of a municipal bond market in Colombia. They noted that many components of a bond market would need to be refined or created—for instance, disciplined and democratic procedures for issuing bonds, stringent statutory provisions regulating issuance, rating agencies, insurance, quality monitoring, and the like. With these regulatory and prudence mechanisms, revenue bonds, bank of bonds, and guarantees for issuing bonds (and pooled bond financing for small municipal projects) could introduce the discipline of capital markets to help close the gap in municipal infrastructure. The unquestionable long-term goal is to mobilize greater involvement of the private financial sector in local finance and local development projects in the Latin American region.

To sum up, discussions in financial and fiscal dimensions of cities were not exhaustive but selectively covered problems and prospects for financing urban infrastructure. In the long run, greater involvement of capital markets can expand possibilities for, and strengthen discipline in, the financing of local development projects. Bonds may offer new opportunities for local public finance. Moreover, given the vigor of the global capital market, Latin American or Caribbean municipal bonds could also end up being as paper for this market just as private equity instruments issued by some Latin American or Caribbean corporations have been in the past.

IV. LOCAL INITIATIVES FOR ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE DEVELOPMENT

One of the greatest challenges facing cities in the Western hemisphere is the man-

agement of environmental resources in an era following rapid urbanization. In attempts to improve the urban environment in the Americas, local governments have a particularly crucial role to play. They typically bear the primary responsibility for management of the urban environment including land use planning; development of urban infrastructure; and the provision of basic water, sanitation and solid waste disposal services. While local governments are responsible for most aspects of environmental management at the city level, they often have neither the legislative mandate nor the resources to adequately address the urgent environmental problems facing their communities.

Two interrelated themes that characterize successful sustainable urban development in Latin America emerged from the conference: (1) local governments must play the most critical role in leading the process of sustainable development, and (2) the process must actively engage civil society and the private sector. In order to better manage their environments local governments in the Americas are beginning to take the lead in identifying innovative ways to integrate economic, social, and environmental goals to affect sustainable development.

It has been argued that the underlying causes of environmental degradation are economic in nature and that a system in which environmental resources are left unpriced and unaccounted for creates disincentives for efficient management and resource use. Many of the participants of the conference have embraced the idea of developing strategies and tools to achieve economic development without sacrificing the environment.

The most comprehensive example of sustainable development is the experience of Curitiba, Brazil, a city that has grown

from 300,000 people in 1950 to over 2 million today. Curitiba is similar to many other rapidly urbanizing regions in Latin America—once an agricultural processing center and now an industrial and commercial center. Beginning in the 1960s, a series of progressive city administrations opted for an urban development scheme characterized by innovation and citizen participation in place of traditional master planning. This approach embraced working with the environment instead of ignoring it and utilizing appropriate technology solutions rather than high technology alternatives. The results have been impressive:

- A road network together with an efficient, self-financing bus-based transportation system focusing on public transportation as opposed to private automobiles. The result has been fuel consumption at a rate 25 per cent less than comparable Brazilian cities, with three quarters of all commuters or 1.3 million passengers a day using public mass transit.
- Flood plains converted to park land, which have afforded the city substantial savings in new flood control investments while increasing dramatically the green space in the city.
- A city-wide solid waste management program that relies on citizen participation and labor-intensive practices rather than high technology and major capital investments. Paper is currently recycled at a rate equivalent to nearly 1,200 trees each day. Also, a garbage purchase program for low-income neighborhoods in which families can exchange garbage for bus tokens, surplus food, and school notebooks has resulted in conserved resources, a more attractive city, and increased employment.

The salient lesson from the Curitiba experience may be that solutions to urban

problems are interrelated and require local government initiative and long-term commitment by both the local government and the community. Solutions to urban problems require the support and involvement of all segments of the society—public-private partnerships, nongovernmental organizations, local government agencies and public utilities, neighborhood and community associations.

While few cities in Latin America have the long-term experience of Curitiba in sustainable environmental development, other cities represented at the conference shared their own innovative solutions to environmental problems:

- Because of its unique geographic location and high altitude, Quito, Ecuador, has identified improved air quality as a major municipal priority. The city has adopted a strategic plan that by the year 2000, will bring about compliance with the highest international standards. Because of Quito's high altitude, there is 23 percent less oxygen. Consequently, vehicles do not burn gasoline completely, and they produce a higher level of contaminants than at sea level. The city took the initiative to force changes in legal responsibilities, giving the municipality control over urban transit. This control afforded the city the opportunity to introduce an environment-friendly electric trolley system and to remove 3,000 buses from operation that were 20 years old or older. The experience of Quito has led to national legislation that by the year 1997 will restrict the sale of gasoline to unleaded.
- In Manizales, Colombia, a solid waste management strategy was developed to address both social and economic concerns through private-public partnerships. Where solid waste was once dumped near a stream, a landfill was constructed and a recycling cooperative developed adjacent to the

dump. The recycling cooperative was developed through the combined efforts of the municipal government, public enterprises, and private institutions. It will be used by the hundreds of people who relied on the dump for their livelihood by collecting anything that could be recycled, as is common in many Latin American countries.

- Miguel Diaz de la Portilla from the Dade County Commission, Florida, focused on the development of partnerships between the public and private sector within a framework of sustainable development. Using the example of economic development in Dade County and the mistake made by the County of pushing development to the edge of the Everglades, Mr. Diaz stressed the leadership role of the local government in reversing this trend. Dade County instituted a "two-thirds ordinance," in place of the simple majority normally required to pass an ordinance, for county decisions on development that may place an undue burden on the environment. Dade County also created a Department of Environmental Resource Management to help protect the environment. Mr. Diaz also focused on charging developers the "full cost" of their development to the environment and emphasized that local government must be proactive in emphasizing the long-term impacts of development on the environment as opposed to the short-term economic gains.

- In 1990, the Government of Colombia passed legislation allowing municipalities to assess a surcharge of up to 20 percent on gasoline. The City of Pereira, Colombia, took advantage of this opening to institute a surcharge as a local mechanism for constructing transportation infrastructure and a measure for rationing fuel consumption. Revenues generated by the surcharge have gone towards the

construction of several public transportation facilities as well as expansion of streets and roads. The city is now looking at utilizing the potential revenue stream as a means of addressing major transit requirements through the year 2002. The Mayor presented graphic evidence that fuel consumption had declined, even though the number of vehicles in service had increased. Most Colombian capitals have now implemented the surcharge, and today the surcharge is being used by nearly 200 of the 1,000 Colombian municipalities.

A major problem addressed in most of the conference participants' examples of environmental management was how to engage the informal sector in sustainable development. Governments often underestimate the ability of low income communities and their willingness to solve urban environmental problems that affect their day-to-day lives. All of the examples brought out in the conference show that under supportive conditions, low-income neighborhoods and communities have addressed urban environmental problems such as air pollution and flooding which in the past have been seen as too great in magnitude and too vast for communities to address.

One of the themes expressed throughout the conference was the need for "horizontal" cooperation, so that cities and communities in Latin America can learn from each other's experiences. The movement to create these relationships was evident at the conference, as Curitiba, Quito, and Manizales explained that they have established a cooperative agreement to share information and experience. Roberto Herrera-Caceres, the Secretary General of the *Sistema de la Integración Centroamericana* (SICA), stressed the need to cooperate at the national level. He went on to explain the creation of the *Alianza Centroamericana para el Desa-*

rrollo Sostenible (ALIDES), which was developed to strengthen democracies in the region through the promotion of social and economic prosperity and the rational management of the environment. government.

V. DECENTRALIZATION AND LOCAL GOVERNMENT CAPACITY

It is clear from the experiences presented at the conference that cities have taken the initiative to exert influence in areas where they have not always been given formal authority. Municipal governments have taken charge by initiating urban improvements, establishing participatory planning processes, improving urban air quality control and investing in public transit infrastructure. However, many of these initiatives have been undertaken without adequate funding, clear lines of responsibility and authority, or a legislative mandate.

Many participants at the conference lamented the central government's lack of interest in the innovations and changes occurring at the local level; in fact, many suggested that future conferences should include greater representation by central government officials. As the decentralization and state reform movement sweeps through Latin America, local governments have little representation in formulating the policies and practices that directly affect the governance of their communities. Decentralization in many cases has led to a lack of clarity in the divisions of government authority, transfers of administrative functions without adequate revenue allocation or local revenue-raising authority, and increasing demands on local government management. Additionally, notwithstanding the successful experiences identified in this conference, local governments are being faced with integrating civil society into the

decision-making process with little or no capacity in this area.

In order to address these shortcomings, local governments throughout the region have been forming voluntary associations of municipalities to give municipalities a formal voice in the national debate while also serving as a conduit for information and guidance for municipal management. Guadalupe Lopez, the Mayor of Villanueva, Honduras, and the President of the *Asociación de Municipalidades de Honduras* (AMHON), reflected on the association's transformation into a truly representative body for local government. The association has also become a key player in national decision-making regarding the authorities (*competencias*) to be devolved to the local government as well as decisions on defining and prioritizing public investments at the local level. Giorgio Martelli, the Executive Secretary for the *Asociación Chilena de Municipalidades* (ACM) outlined not only the role that municipal associations play in lobbying the central government, but also the important role that they can play at the local level in reforming political parties from within.

In addition to a continuing need for municipal concerns to be heard at the national level, more autonomous municipal governments will have new needs for capacity building and elected leadership training, horizontal cooperation and exchange of best practices and lessons learned, innovations for sharing resources and taking advantage of economies of scale, and a developing need for local governments to relate to supranational entities particularly in the area of international trade. National municipal associations offer a vehicle through which municipal governments can jointly overcome common problems and address the future needs of local government.

VI. LOCAL GOVERNMENT AND CIVIL SOCIETY

Tarso Genro, the Mayor of Porto Alegre, Brazil reflected on the radical democratization of Brazilian society and the potential effect that the evolution of science and technology can have on democracy. He raised the question of whether the newly available technological innovations would stimulate an individualistic society or a more productive individuality would be developed through community and universal links promoted by these advances. Mayor Genro put forth the proposition that the individual exists between two extremes—isolation or exclusion from public discourse, and inclusion in a radical democratization represented by the fading away of the boundary between public and private. While the former extreme is represented in Brazil by the millions who remain excluded from formal society, the latter is evolving from the fragmentation and decentralization of state power. Mayor Genro pointed to the new mechanisms that have developed to promote popular participation—the proliferation of NGOs, ranging from ecological groups to mothers' societies, from residence organizations to labor unions—as evidence of this radical democratization in his country.

Society is no longer divided between public and private. A new sphere is developing with new rights and responsibilities being forged out of what was once an adversarial relationship between the state and civil society. The state must be able to meet at least the minimum demands of its citizenry, while mechanisms need to evolve to address the requirements of a public-private partnership in governing.

The participation of the citizenry in municipal affairs, or the city as the locus where the vast majority of people can

experience participative democracy firsthand, was evident in every session of the conference. Many of the presenters emphasized the priority they each placed on citizen participation in government. Carlos Filizzola, the Mayor of Asunción, Paraguay, stressed that his chief objective as mayor is to place the city government under the control and oversight of the citizens it represents and to encourage citizens to take the responsibility for governing themselves. To this end, the local government has taken a variety of steps to increase citizen access to and participation in government. The local government has created open spaces for citizens to congregate and discuss issues, sponsored public meetings, conducted open interviews and question-answer sessions with citizens, and encouraged citizens to attend local government meetings and monitor the actions and decisions of the administration. The government has centers where citizens can make claims and file grievances.

As an indicator of the success in reaching the public, the number of neighborhood committees in Asunción has increased from 35 in 1991 (when Paraguay held its first popular election of mayors) to more than 400 today. These committees not only meet to discuss issues and problems, but are empowered to govern their own neighborhoods by making rules and setting standards.

The government of Asunción has “decentralized city hall” by creating six municipal centers throughout the city where citizens can receive a wide array of services and support. This effort to take government to the people has culminated with Asunción recently passing “sunshine laws” patterned after those of its sister city, Metro Dade County. These laws ensure citizen access to all public documents and meetings, helping to promote transparency and accountability in government.

In what is perhaps the most fundamental feature of democratic participation, the mayors of both Porto Alegre and Asunción elaborated on the role that citizens play in participatory budget processes taking place in each of their cities. In both cities, the goal is for the citizens, not the state, to decide where resources will be allocated. The state simply plays an oversight role. In many countries in Latin America where huge gaps still exist between the rich and the poor, broadening the participation in financial decision-making gives citizens a tangible stake in democracy by giving them a central role in improving their own conditions.

While the experiences of Porto Alegre and Asunción reflect the individual initiatives of cities themselves, the Popular Participation Law in Bolivia has created a new set of formal institutions designed to require that the local government be accountable to the organized community. Prior to the passage of the 1994 law, rural and smaller villages had no formal representation in the political system, leaving out 42 percent of the population. Now, with the creation of 311 municipalities and the legal incorporation of 11,000 popular organizations, the rural areas have been included in government for the first time. The community organizations created by law, *organizaciones territoriales de base*, are responsible for proposing and supervising investment projects in accordance with the social and economic needs of the community while also serving as oversight committees to monitor municipal budget expenditures, project implementation, and the quality of service provided by the municipality.

When authoritarian regimes in Latin America were the norm, many NGOs and other civil society actors formed their identity either through resistance to those authoritarian regimes or by filling gaps in

services left by the government. NGOs and local governments must now become partners in a collaborative development process rather than retain traditional adversarial roles as both become increasingly more significant and important for development and democracy.

VII. LOOKING TOWARD THE FUTURE

As the famous American politician, Thomas P. "Tip" O'Neil, once said, "all politics are local." Likewise, "all development is local," as Charles Reilly pointed out in the conference wrap up. International development trends have evolved from a state-centered development approach to an emphasis on getting the prices right through the operation of market forces and the current trend of strengthening civil society. As Tarso Genro explained, only in the venue of the city can civil society become stronger as the state becomes stronger. Only at the city level can the convergence of local government, civil society, and the private sector develop an *aparcería* or partnership for change. Local government is the catalyst for that change. The experiences put forth at this conference reflect the initiative, innovation, and leadership being exercised by local governments to facilitate that change.

The surge of demand to participate in the conference is one reflection of the importance of the emerging agenda for officials responsible for urban and regional development in the region. During the conference, the mayors proved eager to learn from each other. They will do well to concentrate on the hard work ahead by governing well—keeping lean, well-managed, open, and sensitive to priority needs—and by resisting dazzling temptations, but proven mistakes, of populist enterprises and excessive borrowing.

Though the quiet revolution excites hope, it also resurrects the specter of fast talk and loose spending by city governments. Engaging in risky ventures like borrowing and unproductive job creation have in the past proven to be both ineluctable to leaders and the undoing of cities' fiscal health. The history of urban development in the postwar era is littered with failed local government projects that spent lavishly on dubious, sometimes populist, schemes like municipal companies, theaters, enterprises for housing, fattened city payrolls, and a dozen other services best left to the private sector. Imprudent borrowing has tipped the fiscal balance in localities as large as New York and São Paulo and as inconspicuous as Orange County, California.

An important question expressed during the conference was whether the mayoral sons and daughters of the quiet revolution would stay on the high ground of sound fiscal choice. There are a few new reasons for hope.

- One promising area of change is that cities are now entering an expanded field of action. As national boundaries lose importance due to liberalized economies and trade pacts like NAFTA, MERCOSUR, and even the European Community, city boundaries become more important distinguishing features in the eyes of international investors and trade-makers. Cities can play a key role in smoothing the pathway to national exports; creating a friendly trade environment for business; and coordinating investments with national authorities to build highways, ports, and telecommunications.

- Another encouraging sign of the times is a new compact between citizens and elected leaders. The new generation of mayors pays close attention to the electorate—parents of

school children, the private sector, organized community groups, the church. Scores of mayors have responded to demands for better services, leaner governments, and more participatory choice-making. Grassroots groups are more articulate about their needs; more educated about environmental damage; and more organized around issues of poverty, security, and equality than ever before. Mayors have broadened and deepened the linkages to the public, and voter-taxpayers have responded positively, offering hope for responsible government.

- A third promising prospect is that the new generation of leaders in the region are eager to learn from one another, to search for and implement better services, and to push back the boundaries of traditional city concerns, for instance in areas of economic development and trade. Above all, the mayors are motivated to move to a more detailed, practical level of action. They are ready for more detailed attention to strategies and tactics in specific places, perhaps in large cities or in subnational regions or themes.

Paradoxically in this era of decentralization, to keep local governments on a pathway to become sustainable, productive partners, national governments must grow stronger in key areas, including regulation, monitoring, and enforcing standards of good performance. International assistance agencies can also help. Not only must they insist on prudence in lending, they must also help national governments find ways to foster the civic spirit of a new generation of voters now gradually stirring to life but unaccustomed to taking part in local decisions and inexperienced in holding local leaders accountable for their actions.

International assistance agencies confirmed their readiness to offer help in spe-

cific areas—for instance, in moving toward market finance, addressing infrastructure and poverty, and mobilizing civil society—in keeping with programs of assistance concluded with national authorities. Assistance agencies also confirmed a readiness to cooperate on future learning activities like

the Conference of Mayors, geared perhaps in the future to specific thematic or sub-national concerns, provided local authorities express a strong demand for them and a willingness to take part in the organization of future events.

**Address by Anthony Pellegrini
Director, Transport, Water and Urban Development Department
The World Bank
The Second Inter-American Conference of Mayors
Miami, Florida, April 17, 1996**

Introduction

Ladies and Gentlemen: I would like to start by saying how delighted I am that the World Bank has been able to join with you in what promises to be a timely and important conference.

I would like to congratulate Dade County Commission Chairman Teele and the other Commissioners, and County staff and the staff of Florida International University who have been so effective in making this conference a reality as a follow-up to the Summit of the Americas meeting of 1994.

We are particularly pleased to have had the opportunity to join our co-sponsors, the Organization of American States, the Inter-American Foundation, Inter-American Development Bank and USAID, in the organization of the Conference.

Conferences such as this one, which provide an opportunity for all of us to learn from each other and to share experiences are an essential tool for spreading ideas that can lead to innovations in making progress in improving conditions in the cities.

I am going to be very brief in my remarks. I will start with a comment about a new role for mayors, and will then touch on two challenges facing the Region.

New Role of Mayors

Changes in governance in Latin America over the past few years have resulted in wholesale reform of the functions of the State. This has brought the Region to what I believe is a historic moment for mayors. There is an opening today, for mayors to play a role that has never before existed. Mayors in Latin America have never been more independent. Carrying out the instructions of national government is no longer the mayor's chief duty. Decentralization of responsibilities to local governments is becoming a reality.

However, three factors which limit the scope of action of mayors suggest that mayors need to approach their duties in an entirely new way.

These are:

- (i) the shrinking of government i.e. the reduced role of government,
- (ii) the clear imperative of fiscal and financial discipline, and
- (iii) the democratization process itself.

These factors suggest that the newly autonomous mayor should see himself (or herself) not exclusively playing the traditional role of chief executive, but in addition, increasingly playing the role of *facilitator* and *agent for building partnerships*.

Cities are now too large and too complex to be dealt with in a traditional manner. Partnerships need to be forged with the private sector, partnerships with NGOs and partnerships with local community groups to solve problems that in the past would have been seen as "government's" problems. The need exists to

convert "government's" problems to everyone's problems. This means building a renewed sense of civic responsibility so that everybody feels they have a role to play and a stake in the future of the cities.

New partnerships with the private sector and with civic society are especially needed to address two great challenges of cities today:

- overcoming the shortfalls in the quality and availability of major public services, and
- improving the living conditions of the poor.

Involving the Private Sector in the Infrastructure Challenge

The investment needed in cities to reverse the deterioration of infrastructure are enormous. We have calculated that \$60 billion will be required for major infrastructure in the Region over the next ten years, \$12 billion of this is for water and sanitation. It is clear that taxes alone cannot fund such investments. It is necessary that increasing reliance be made on the private sector, in particular through public/private partnerships to finance and manage infrastructure. State and national governments in the Region are already creating the conditions for what has been termed a revolution in the way infrastructure is provided. In many respects Latin America is leading the world in these efforts. But *it is now city governments' responsibility to keep up with, and facilitate, this process.*

What is critical for effective partnerships is that they incorporate adequate incentives for the private sector to manage commercial risks and to mobilize new resources, while advancing the public's interest in service that is reliable, widely available and affordable even for the lower income residents, and environmentally sound. While the direction is clear, there is much to learn about how best to do the contracting, what types of contracts, what types of regulations and how to monitor competition in the process. Mayors shouldn't have to face these questions alone, but need to work together.

The World Bank is prepared to help city governments to tap both the finance and management skills needed to forge such partnerships. We can also work together with both local governments and national governments as a team to design appropriate frameworks including aspects of regulation, risk mitigation, and financing of targeted subsidies, that often require a continued involvement by governments above the level of individual cities.

Improving Conditions of the Poor

As important as it is to strengthen the efficiency and service quality of the major infrastructure systems, it is not enough. Urban poverty in the Latin American region is so severe that there is a danger that levels of crime, violence and misery will continue to increase if these problems do not receive a greater degree of attention and innovation.

Improving the conditions of the barrios and favelas is already recognized to be good social policy--but it can now be seen as good business policy as well. Many of the urban upgrading projects that have been completed in recent years, such as those supported by the World Bank in Bolivia, Brazil, and Colombia, proved to have excellent economic returns to the local economy. There are other good projects currently underway in many countries of the region, including Guatemala, and Venezuela some supported by the World Bank, some supported by other international agencies, and some purely have grown. Improvements in basic neighborhood infrastructure and increased security of tenure have been found repeatedly to spark private investments in housing and small-scale activities that employ the poor. The potential impact of upgrading projects is not only to create or restore basic services that protect the health of the poor, reduce local environmental decay, and stimulate local employment. Such projects also build a sense of community and empower residents, by building on local initiatives.

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Ladies and gentlemen, we need to ask ourselves, *whether the time has come to work together, to build these good individual projects into broader programs, and to scale them up to deal with the enormity of the problem.*

The preliminary findings of a recent study commissioned by the Bank indicate that programs of infrastructure improvements, including the improvement of barrios and favelas could be developed well within the bounds of prudent macro-economic management. Large scale upgrading of services for the poor will require imaginative partnership between local governments and the communities, often involving NGOs as intermediaries and the central government for a measure of financial support. This is not easy work, but the Region has a broad base of experience, capacity, and commitment by many groups who are already engaged in activities for the urban poor.

Mayors can tap and unleash the potential that already is in place. The successful city of the next century will depend on a mayor with the vision and ability to mobilize not only the fiscal resources, but the powerful resources of the community, civil society, the private sector all working together to a common good.

Those countries, those cities and those mayors willing to take on this challenge will also find a willing partner in the World Bank.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Address by Mark L. Schneider
Assistant Administrator for Latin America and the Caribbean
U.S. Agency for International Development
The Second Inter-American Conference of Mayors
Miami, Florida, April 17, 1996

Distinguished mayors from our hemisphere, ladies and gentlemen, on behalf of the United States government and the U.S. Agency for International Development, it is a great honor to welcome you to the Second Inter-American Mayors Conference. USAID is particularly pleased to join in sponsoring this conference with the World Bank, the Inter-American Development Bank, the OAS, the Federation of Central American Municipalities, the Inter-American Foundation, Florida International University, and our local host government, the Metropolitan Dade County Board of County Commissioners.

It also is wonderful to see so many people who were key to the first mayors conference in 1994--Ronnie MacLean and Carlos Hugo Molina of Bolivia, Patricia Duran de Jager of FEMICA, Saul Ramirez Jr., the mayor of Laredo, Texas, and Guadalupe Lopez, the mayor of Villanueva, Honduras.

While this is a "mayors" conference, it takes on added strength from the many national legislators who are here. Coordination between local government and the national legislature is essential to the passage of reforms required for decentralization.

Let me begin this morning with an example of democracy at work, of local government at work, of a mayor at work. There is a city in Latin America which had never organized a public hearing on its budget, where decisions were made at the top. But this city decided that there was a better way. It decided to have public hearings on its municipal budget, the first such hearings in its nation's history.

Last September, more than 400 citizens of every economic level and political leaning appeared; 90 citizens filled more than four hours of testimony with 150 proposals.

The mayor of this city took the best of these proposals to the city council which adopted 50 of them, and a report was issued to the public stating what decisions had been taken and why and seeking further information and citizen feedback.

At least three things happened.

First, the residents of this city had never felt more closely connected and involved in the process of government.

Second, other cities in this country saw how successful this was and began to hold hearings, too.

And *third*, though I know this would not be a concern to any of you, I believe the reelection prospects of that mayor were never better--had he not been so successful in passing a law forbidding his own reelection.

So let me commend right now Mayor Carlos Filizzola of Asuncion, Paraguay, who will be here with us tomorrow and I hope during this conference he will be able to tell you what was accomplished and his further steps toward enacting a municipal "sunshine law" guaranteeing citizens the right to public documents. The people of Asuncion and Metro-Dade County have developed in the past year a vibrant, Sister Cities relationship involving all sectors of society--labor, industry, government, education, business, academia and civil society at large. I am also proud to be able to say that USAID, working with Florida International University, worked with Mayor Filizzola in this effort.

This is a wonderful illustration of the value of this conference and of the vital role of the mayors of our hemisphere. At the Summit of the Americas in December 1994 here in Miami, our region, and your

individual nations, reaffirmed their commitment to democracy -- to open, free and fair elections, to the rule of law and an end to impunity; to the participation of civil society and to the strengthening of local government as the foundation for national democracy.

The heads of states gathered in Miami to affirm these shared beliefs and, further, to call for stronger grass roots participation, strengthened civil society, broader participation in public issues, and greater transparency and accountability.

Those values of participation and inclusion also are part of the fundamental premise of the second United Nations Conference on Human Settlements (Habitat II) to be held in June in Istanbul, the premise that a new urban ethic must evolve to engage all people at all levels, men and women, the private sector and government, citizens and NGOs, in determining the future of their communities. And, in Istanbul, for the first time in a global conference, USAID hopes that the voice of local government and local communities will be heard loudly and clearly.

Heads of state are the generals who plan campaigns. But you at the local level are the foot soldiers who will determine whether the battle for inclusive democracy and equitable growth will be won permanently. It is with power decentralized to the reach of the people that societies become more vigorous and creative, more energetic and productive, with the benefits of development distributed more evenly and citizens believing that government belongs to them.

It is at your level that the full weight of demographic change presents the greatest challenge. Latin America today has three of the world's largest cities; Central America may be the most urbanized region in the world, and Latin America as a whole is approaching 75% urbanization; and nearly 120 million of those in urban or periurban barrios survive on incomes below the poverty line. Addressing their needs and finding ways to improve their lives may be the greatest challenge facing all of us.

But it is at your level that all citizens are in the closest touch with their elected representatives. The mayors and councilmen and women whom they have elected are the representatives of democracy that ordinary individuals turn to for help. For them, local government becomes a physical part of their lives, right down to the pothole in the road or the trash waiting to be picked up.

The political intimacy between citizens and local government also lets people watch the officials they have elected in action and judge your performance. And, since you are on site, on call and many of you also on line, local governments can best identify a community's priorities, deliver services creatively and rectify grievances sensitively.

That makes you the best classroom in which citizens can learn about and participate actively in their government--a testing field and a training ground for democracy. In your cities, people can learn the skills needed to engage in interest groups, NGOs and political parties, to see at first-hand the value of compromise and the importance of pluralism.

That is what they are learning in the efforts of Mayor Filizzola, and of the mayors who formed the Chilean Association of Municipalities (ACM) in 1993. Today, with Mayor Jaime Ravinet of Santiago as president, 97% of Chilean municipalities are members of ACM. ACM is aggressively engaging national authorities in debate over policies and reforms. It is operating a nationwide training program for municipal employees and developing procedural manuals which can be used across the nation.

That is what they are learning in Curitiba, where Mayor Rafael Greca de Macedo presides over a city which has won international recognition for successfully addressing environmental problems created by massive migration from rural areas. The Miami Herald, our host city's major newspaper, has presented Curitiba as a model for urban transportation which could be followed here in Miami.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

That is what they are learning in Peru where USAID is working with 163 different municipalities to increase managerial, administrative, financial and technical competence, and to develop the participatory processes that bring local groups and elected officials together. This year alone, 3,500 local leaders will receive training and share experiences in how to make local government work better. Community organizations will work to awaken a greater awareness among citizens--especially women and children--of their rights and duties, and to develop a greater sense of civic action and responsibilities, especially among students.

That is what we all are learning in partnerships which USAID is proud to have helped form:

- In Bolivia, where the Popular Participation Law not only created 308 new municipalities but returns 20% of the national budget to those municipalities.
- In Honduras, where the first-ever publication of one city's annual budget became a best seller.
- In Nicaragua, where local health systems are involving citizens in primary health care and local NGOs are orchestrating educational programs to promote participation, public awareness and civic responsibility.
- In Jamaica, where local NGOs have established a vibrant Women's Political Leadership Training Center to promote economic and political empowerment of women.
- In El Salvador, where USAID has trained 195 mayors from all parties, and many determined that they had more in common as mayors than they had apart as former foes.
- In Santiago, Chile, where local government is providing legal services for the poor.
- In Cali, Columbia, where urban infrastructure projects are being financed with bonds on the private market.
- In Guatemala City, where 400 entrepreneurs instantly appeared when garbage collection was contracted out to the private sector.

If there are doubters of the effectiveness of open government, they should be persuaded by a landmark study by the World Bank of 16 cities in Colombia. There, open competition for office led to responsible and innovative local leadership, and, in turn, to more widespread community participation--voicing demands, making choices, being involved. Basic service such as water, roads and education improved and a whole array of new talent was unleashed, all as a result of openness, leadership, participation and reform.

As you proceed with this conference and as you continue to work in your communities, let me suggest several areas of emphasis which we at USAID would like to pursue with you in the future:

First, the creation and the strengthening of municipal associations.

Second, the improvement of local finance and municipal credit worthiness.

Third, reforms to municipal legal frameworks.

Fourth, development of municipal management skills.

Finally, early and deep dialogue between mayors, councils and local civic organizations to create active partnerships for governance.

We at USAID are delighted to have been able to work with you in the past and we will continue to do so in the years ahead for we are convinced that local government holds a key to the future of our hemisphere.

As the pendulum has swung from dictatorship to democracy, it will be you, through your actions, who ensure that citizens become a part of the governing process, who will make certain that the pendulum never swings back the other way.

You must take the lead in enlisting citizen support and involvement. You must help take the steps to bring the poor into a decent future, to protect the health of our peoples and the environment we all share, and above all, by your actions, to cement the support of our citizens for democracy.

A great U. S. leader, Adlai Stevenson, who was a governor but never a president, said: "If I were to attempt to put my political philosophy into a single phrase, it would be this: Trust the people. Trust their

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

good sense, their decency, their fortitude, their faith. Trust them with the facts. Trust them with the great decisions. And fix as our guiding star the passion to create a society where people can fulfill their own best selves--."

And so I say to you---trust in the people of the Americas and make them your partners in governance.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Address by Orlando Reos
Chief Operational Policies Division
Inter-American Development Bank
The Second Inter-American Conference of Mayors
Miami, Florida, April 17, 1996

A. Antecedentes:

1. En noviembre de 1994, el mismo grupo de instituciones internacionales que organiza este evento realizó el primer gran esfuerzo para el acercamiento entre gobiernos locales de América a través de la Primera Conferencia Interamericana de Alcaldes realizada en Washington con exitosos resultados.
2. A partir de aquella Conferencia, se inició un intercambio de información y experiencias que ha fortalecido la relación y el conocimiento de los organismos internacionales de cooperación con los problemas de las instituciones y gobiernos locales.
3. La Primera Conferencia fue un foro apropiado para la expresión de interés de las instituciones internacionales en:
 - temas de desarrollo local;
 - papel creciente que los municipios comienzan a tener en la resolución de problemas de desarrollo económico y social en América Latina;
 - tendencia generalizada de traspaso de responsabilidades desde los niveles centrales a los gobiernos municipales;
 - cambio profundo en la manera de concebir y ejecutar políticas públicas, con creciente participación privada (empresas, ONGs);
 - afianzamiento de la democracia municipal a través de reformas electorales y creciente participación de las comunidades locales en el control de sus gobiernos;
 - requerimiento público de mayor transparencia en los procesos y decisiones a nivel municipal que ayuda a fortalecer este nuevo paradigma;
 - finalmente, la volatilidad macroeconómica manifestada desde Enero 1995 ha demostrado la necesidad de fortalecer los procesos de reforma y modernización. Aparece con mayor fuerza la necesidad de las 3 I's : mejoramiento de *Instituciones*, establecimiento de adecuados *Incentivos* y mayor dosis de *Imaginación* en el desarrollo de soluciones.

B. Nuevos retos y desafíos:

4. Cuáles son los retos que se enfrentan ahora? Algunos de los desafíos son los mismos de hace 2 años, otros son nuevos o más acuciantes que entonces:
 - la modernización de las instituciones municipales.
 - el fortalecimiento de los gobiernos locales y la vida democrática.
 - la intervención de gobiernos locales en la solución de los problemas del desarrollo económico y social y del medio ambiente.
 - la creciente complejidad de la interacción entre las instituciones gubernamentales y las entidades de sociedad civil.
 - el nuevo rol que asume en todos los países de la región el sector privado (con y sin fines de lucro) en la prestación de servicios y provisión de bienes que antes suministraba el Estado o sus empresas.
 - el efecto, aún no asimilado totalmente, que tienen los procesos de globalización y de integración regional.
 - los reclamos de mayor transparencia e información sobre la gestión de los gobiernos de todos los niveles.

5. En el marco de estos cambios, el BID atraviesa una etapa en su vida institucional ampliando sus actividades tradicionales (infraestructura, sectores productivos, financieros, servicios sociales, etc) a un área nueva: modernización del estado y la participación de la sociedad civil en este esfuerzo de modernización.

Si bien, el Estado abarca una dimensión mayor, el importante papel que están adquiriendo los municipios y las entidades locales de gobierno en la ejecución, financiamiento y prestación de servicios públicos, más el papel de articuladores de primer nivel en la relación población-gobierno, agrega una nueva necesidad en relación al rol del BID. Ella está relacionada al apoyo para la creación y fortalecimiento de instituciones y colectividades locales, a su sostenibilidad (financiera, política) y a las condiciones que permitan mayor equidad.

C. Los temas de la Conferencia:

6. Esta Conferencia destacará varios puntos fundamentales vinculados con esas crecientes responsabilidades de gobiernos municipales en diversas áreas:
- promoción del desarrollo económico y social;
 - capacidad de organización de los gobiernos locales a través de nuevos sistemas de entrega de servicios;
 - la democratización de la vida local;
 - la participación de las comunidades en el control y seguimiento del trabajo de los gobiernos municipales;
 - el papel de los gobiernos locales y las organizaciones de la sociedad civil en el cuidado y creación de una nueva conciencia ambiental y una atención especial a la pobreza y pobreza extrema.
7. Hacer referencia a:
- Cumbre de las Américas (Santa Cruz, Bolivia)
 - Habitat II (Conferencia de NU para la vivienda, Estambul'96)
 - Los temas de Vivienda y Desarrollo Urbano como un eje temático para la Asamblea de Gobernadores del BID 1997.

D. Acción de los Organismos Internacionales de Desarrollo:

8. Que podemos hacer desde los OID en apoyo a estos desafíos?
- asistencia a los gobernadores municipales para la creación de nuevas capacidades de gestión y fortalecer el rol de las comunidades en la provisión de servicios y control de gobiernos;
 - promoción de la participación del sector privado local en la entrega de los servicios a cargo de gobiernos locales;
 - financiación de actividades de capacitación y entrenamiento de recursos humanos para los gobiernos locales. Esta es una tarea permanente, aún sabiendo que muchas veces el sector público municipal tendrá problemas en retener esos recursos;
 - fortalecimiento de la capacidad a nivel local para identificar, formular, evaluar y ejecutar proyectos de interés comunitario. Rol que el BID asigna al recientemente creado INDES;
 - diseminación de información sobre experiencias innovadoras y sobre los problemas que se han detectado en casos anteriores;
 - promoción de sistemas tributarios y de recuperación de costos eficientes y equitativos, para el sostenimiento financiero de largo plazo de las más amplias responsabilidades municipales;
 - fortalecimiento del papel que pueden cumplir las organizaciones de la sociedad civil en todos los aspectos de la vida local;
 - apoyo a las relaciones inter-municipales, especialmente a nivel sub-regional o en el marco de las iniciativas de integración.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

9. En materia de financiamiento para el desarrollo, el BID pretende tener una relación más intensa con los organismos locales, no solamente como ejecutores de programas que cuenten con nuestro apoyo, sino que, de una manera progresiva y en condiciones a definir, entendemos que los municipios y otras instituciones locales podrían ser prestatarios directos. Un grupo especial en el Banco está estudiando opciones para alentar una mayor presencia frente a los nuevos requerimientos de las instituciones locales.

10. Sabemos que los alcaldes asistentes a esta Conferencia tienen una gran representatividad democrática y que muchos de los participantes de esta reunión tendrán en los próximos años responsabilidades aún mayores al máximo nivel de cada país. Por eso, el BID tiene mucho interés en escuchar las ideas y experiencias.

Hoy son reconocidos a nivel continental los apellidos de muchos de los dirigentes que nos acompañarán aquí. Nombres como Macedo, Martí, Ravinet, Filizzola o MacLean resultan familiares por el nivel de sus responsabilidades y por sus iniciativas innovadoras.

11. El BID continuará y estrechará la cooperación con WB, OEA, AID, y otras agencias multilaterales, bilaterales o no gubernamentales con las cuales estamos desarrollando otras acciones en estas áreas.

12. Agradecimiento especial al Condado de Dade y a la Universidad Internacional de Florida.

1870

...

...

...

...

...

...

...

...

...

**Address by Elizabeth Spehar
Organization of the American States
The Second Inter-American Conference of Mayors
Miami, Florida, April 17, 1996**

Señores alcaldes, dirigentes de la comunidad, señores y señoras:

Quiero darles la más cordial bienvenida en nombre de la Organización de los Estados Americanos y su Unidad para la Promoción de la Democracia y agradecerles su presencia aquí con nosotros para compartir nuevamente sus ideas, experiencias y anhelos para el futuro del gobierno local en el hemisferio.

Es la segunda vez que la OEA tiene el placer de colaborar con las distinguidas instituciones cuyos representantes están aquí conmigo.

Como ustedes saben, en noviembre de 1994 se realizó la primera Conferencia Interamericana de Alcaldes en la Sede de la OEA en Washington. Estamos reunidos esta semana esencialmente con el mismo objetivo de la vez pasada, es decir, ubicar al gobierno local en la agenda nacional de políticas, una tarea cada vez más apremiante.

En la Secretaría General de la OEA, la Unidad para la Promoción de la Democracia considera el fortalecimiento del gobierno local como un elemento importante de los procesos de fortalecimiento de la gobernabilidad democrática, los cuales, la Unidad tiene el mandato de respaldar, a pedido de los Estados.

Quisiera decir algunas palabras acerca de ¿por qué nos parece importante el fortalecimiento del poder local? Entre otras cosas:

- el fortalecimiento de los gobiernos locales en todo sentido es un componente fundamental de los procesos importantes de descentralización que se están realizando en muchos países del hemisferio.
- gobiernos locales tienen un papel importante que desempeñar como agentes de desarrollo y mediadores de intereses divergentes en las comunidades.
- el espacio local es un espacio por excelencia para promover la participación ciudadana y las relaciones entre el gobierno y la ciudadanía.
- es también un espacio para el fomento del diálogo y la creación de consensos entre diferentes sectores, en torno a las necesidades básicas más sentidas.

La Unidad para la Promoción de la Democracia, a pedido de los Estados miembros de la OEA, estará dispuesta a colaborar con los países de la región y con otros organismos internacionales en el fortalecimiento de la democracia a nivel local.

En este campo, intentaremos hacer valer las ventajas comparativas de la Organización. Creemos que podemos ayudar de la siguiente forma:

- como un espacio y mecanismo para el intercambio de experiencias y prácticas entre alcaldes, entre gobiernos locales y asociaciones cívicas, y entre otros sectores involucrados en el desarrollo local.
- en el desarrollo de mecanismos permitiendo una mayor participación ciudadana en el desarrollo de políticas locales, en la elaboración del presupuesto, y en la colaboración con el gobierno para el desarrollo de la comunidad.
- en el fortalecimiento de las asociaciones municipales, para que éstas puedan promover los intereses de los municipios de los países del hemisferio.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Como han visto en la agenda, el Secretario General de la OEA, el Dr. César Gaviria, estará con nosotros esta tarde para desarrollar el tema del "Rol de la ciudad en la economía local".

Espero que a través de mis breves palabras, y con las palabras del Secretario General, de esta tarde, les estemos dando una indicación del compromiso de la OEA con el gobierno local y con ustedes, los alcaldes de la región. Gracias.

**Address by Cesar Gaviria
Secretary General of the OAS,
The Second Inter-American Conference of Mayors
Miami, Florida, April 17, 1996**

I should begin by thanking AID, the IDB, the World Bank, the Federation of Central American Municipalities, the Inter-American Foundation and those who, on behalf of the OAS, helped to organize this meeting, for having invited me to participate once again, as I did in November 1994, in this Second Inter-American Conference of Mayors.

How very fitting it is that the venue for our discussions of our cities' future should be Miami, on this the one hundredth anniversary of its founding. Miami has become the major crossroads for millions of Latin American and Caribbean people who pass through it each year. Miami has profited, perhaps more than any other city in the United States, from the talents of people who have come from all corners of the hemisphere, and has played a leading role in the region's economy.

For me, it is indeed a pleasure to meet with mayors and local leaders. I often think back, with pride and fondness, to one of the first offices to which I was elected, that of Mayor of Pereira, the city where I was born.

But those were different times. The world we live in at the international level is a new one. The winds of change have brought down walls and dictatorships, and have ushered in new values and legitimately elected governments. The global community that has emerged in the wake of the Cold War is a combination of two undeniable realities: multi-polarity and interdependence.

Urban growth continues at a rapid pace, especially in the developing countries. Some 75% of Latin America's people live in urban areas, a pattern that is expected to continue. Cities like Guadalajara have become a metropolis in the last ten years, while Sao Paulo and Mexico City will have populations of 25 million by the end of this century.

Decentralization is another of the recent changes in Latin America and the Caribbean. Whereas government was once highly centralized, local and even sectional authorities are now elected and some of the central government's power and resources have been transferred to the regional and municipal levels. Today, the regional governments of these countries account for almost 30% of the public sector's total spending. This trend, too, is on the rise.

Relations between the federal government and the states or provinces are also one of the main issues of public discussion in the United States and Canada. Something similar is occurring in Western Europe. Apart from privatization, it has been the most widely debated topic in the transition that the countries of Central and Eastern Europe and the former Soviet Union are undergoing.

These and other changes that have occurred in our hemisphere and around the world in recent years underscore "the role of cities in a global economy", which is the theme I have been invited to address at this Conference.

As you know, just over a year ago, the heads of state and of government of the Americas met here in Miami. The Declaration of Principles and Plan of Action that came out of the Summit built the pillars of a new hemispheric agenda, founded upon an unprecedented community of values and political resolve.

At the Miami Summit, the heads of state and of government decided to begin negotiations for the "Free Trade Area of the Americas", which are to be completed by no later than the year 2005. This is undoubtedly

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

one of the most ambitious collective enterprises any group of nations has yet undertaken. Not since the creation of the former European Economic Community has there been an effort of such far-reaching consequence and so much promise.

The goal of building the Free Trade Area of the Americas is not for the sake of trade alone. Above all else, it is the manifestation of a unanimity of fundamental economic, political and social values that steer the Americas.

Integration as a collective purpose became viable because virtually all the nations of the hemisphere remained steadfast in their commitment to democracy. They all abandoned protectionist policies and learned the difficult lesson of the tremendous cost and damage caused when fiscal equilibrium and monetary and financial stability go awry.

But what is most important is that trade liberalization has produced positive, tangible and outstanding results thus far and has thereby proven its effectiveness and given us more than reasonable cause to hope that a free trade area is indeed a politically and economically viable project.

The figures speak for themselves. The average tariff of the ten largest Latin American economies dropped from over 50% ten years ago, to 25% by 1991 and 12% during 1993. The growth rate of MERCOSUR's intraregional trade has averaged 30% a year since 1992. Intraregional trade between Latin America and the Caribbean increased 20% last year and, overall, intraregional exports doubled between 1992 and 1995. Exports among members of the Andean Group have doubled their percentage share of total exports.

In 1995, trade between the United States and Latin America and the Caribbean totaled 202 billion dollars, which is a 12% increase over 1994 and a 72% increase over 1990. The increase in United States exports is twice what it is to any other region of the world, while Canada's exports to Latin America and the Caribbean were up 30% last year. To illustrate my point, suffice it to say that the United States is exporting more to Costa Rica than to Eastern Europe and that Brazil is a bigger market for North American producers than China is.

The process of creating the Free Trade Area of the Americas has moved forward since the Miami Summit. As was to be expected, it is not without controversy and will no doubt continue to be so, given its importance to the future of our countries. But frankly, I don't believe that isolationism is a realistic alternative.

To help further the process, just three weeks ago I had occasion to address a group of entrepreneurs of the hemisphere at a meeting they held in Cartagena de Indias. I spoke about the lessons we have learned since the Miami Summit, the pressing substantive issues that need to be decided, and the strategy we ought to follow to achieve the integration of the Americas by the year 2005.

While some of these issues directly affect cities, today I would like to emphasize some of the challenges that the States -and especially cities- must deal with in order to ensure that the national economies are able to compete in a more open and integrated market.

As economies open up and internationalize, business will have to change. But public institutions, too, will have to keep pace and modernize at all levels. In an open market climate, competition occurs not just between one business and another, but also -and above all- between the systems of which each one is part.

And so we have to rethink the role of the State and adopt fundamental strategic decisions that will ensure the competitiveness of the national systems as a whole. Allow me to touch upon some of the challenges that cities will face in this new scenario.

First, urban transportation and communications infrastructure, efficient administration of ports and airports, adequate provision of electric power, water, basic sanitation, solid waste collection and disposal

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

services and, in general, the existence of an urban services infrastructure: these are all vital to economic activity.

A World Bank study found that businesses in Lagos, Nigeria, are forced to invest anywhere from 10% to 30% of their capital in private electric power generation; traffic congestion in Bangkok, Cairo and Mexico City obstructs the flow of goods and services, and the number of automobiles in Sao Paulo is twice the number of telephones. Situations like these can take the edge off an economy's ability to compete.

Second, regulations, bureaucratic red tape and, in general, the ways in which the State intervenes have unmistakable consequences for businesses' chances of being able to compete on international markets and for foreign entrepreneurs' finding within each country fertile ground in which to invest their capital.

In this respect, urban regulations relating, *inter alia*, to the establishment of productive activities or the real estate markets can have an impact on an economy's competitiveness. The same study mentioned earlier also found that in Malaysia, for example, 53 formalities are required to obtain a building permit and the annual cost of the excess regulation of the real estate market is 3% of GDP.

Looking to the future, to paraphrase Toffler, the world will be divided into slow states and fast states. States that aspire to an advantageous position in the international community will have to be part of the second group.

Third, and following that same line of thought, the role of the State at the local level needs to be modernized and redefined. To accomplish this, municipal governments will have to be institutionally strengthened, agencies will have to be restructured, State involvement in those activities that the private sector can perform more efficiently will have to be gradually reduced, the local civil service system will have to be improved as will relations with the citizenry.

Naturally, municipal governments will have to be assured the resources needed to perform their functions. Decentralization of authorities must be coupled with a transfer of the corresponding resources.

Moreover, and this is especially true for the medium- and large-size cities, the fiscal autonomy of municipal governments has to be built up. The transference of resources should go hand-in-hand with a fiscal effort per se. Cities must be able to establish their own taxes and take the necessary decisions about investments or how to allocate the revenues they collect. This is the only way to make progress toward greater economic efficiency and better local conditions.

But as I told the entrepreneurs in Cartagena de Indias, integration must be more than an economic venture; it must be a political enterprise as well. Beyond the issue of honoring the will of the countries or of their governments or of maintaining the vigor of trade as one of the engines of our economic growth, democracy needs to be strengthened and threats such as corruption, drug trafficking and terrorism need to be combated, extreme poverty conquered and the living conditions of our citizens improved.

How pointless our trade advances will be if our democracies stumble under the weight of corruption, of if the people rise up against a free enterprise system that they mistakenly blame for the governments' inability to advance social policies that really do raise the standards of living of the poorest of society.

What has happened in the Americas is not all that different from what has happened in the economic and political evolution of Eastern Europe and the former Soviet Union. Up until a few months ago, we all believed that globalization, prosperity, progress and economic reform were inevitable because we shared certain economic values. In our boundless euphoria, however, we underestimated the political and social problems. Now we know better: The road to Utopia is not without its obstacles.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

I don't believe that any country in this hemisphere is moving backward. Instead, we are living in a more realistic world, a world in which there are no economic miracles, no blind faith in that philosophy of determinism that preached that market forces were strong enough by themselves to guarantee growth and well-being.

The people of our countries have not turned their backs on modernization. But by the same token, they want reform on all fronts, including the functions of the State. They want the State to be able to deal with the problems that are most troubling to the citizens in their daily lives. I repeat: integration is also a political enterprise. In this area, the role of the cities is equally crucial. Permit me to single out certain areas in which this is most in evidence.

To begin with, we have to advance toward a more participatory democracy, especially at the local level. The political scheme of representative democracy that worked for many years is now not up to meeting the citizens' needs and aspirations. The legitimacy of certain institutions has been undermined; large segments of the population are peripheral to the political process; citizens' individual ingenuity has been lost in the miasma of rules and regulations that run their lives, leaving them apathetic and disinterested in the manner in which decisions that affect them are taken; disrespect for the law and violence itself: these are all problems that can only be solved by building a democracy more open to citizen participation.

Then, too, there are other threats to democracy that have to be combated. Two weeks ago in Caracas, the countries of the OAS, meeting under OAS auspices, adopted for the first time in international history a convention to combat corruption, one of the most debilitating problems of the democratic system of government. Many of the provisions of that convention that are calculated to prevent corruption, such as those that seek to ensure honest government and greater citizen oversight, are particularly applicable at local levels.

Safety is another problem that threatens democracy in the Americas. Its effects are particularly pernicious to the quality of life of the citizenry. Crime is on the rise in urban centers. Therefore, citizen collaboration, the interaction of State and society, more institutions for conflict resolution, attention to the most vulnerable segments of the population such as youth, and other strategies to combat criminal phenomena must be implemented at the local level, under the leadership of local authorities.

Preservation of human rights is another fertile area of activity at the municipal level. With the demise of dictatorship in this hemisphere, a consensus is being built in favor of strengthening the national systems for the defense of human rights. Here again, many of the mechanisms for effective protection of citizens' rights, which include social, economic and cultural rights, collective rights, and the rights to a healthy environment, are particularly germane to the local level.

Cities have a crucial role to play in combating poverty and improving living conditions in such areas as health, education, and housing. The greatest challenge we face in this field is to learn how to make social investments without depleting public resources to maintain bloated bureaucracies or bureaucracies run by the economically privileged sectors of society.

Some basic steps have been taken in the countries of this hemisphere. I would like to point especially to the policies aimed at increasing subsidies to demand as a means to target resources at the poorest and most vulnerable.

The subsidies to demand have enabled the private sector to have a hand in solving the problems of the poor by, for example, helping people to buy houses rather than having state-run enterprises build the houses directly; providing subsidies with which to purchase land, rather than converting the State into a kind of MCGA-latifundista; providing fellowships to disadvantaged students rather than handing over all public resources to public or private high schools and universities; providing subsidies to the poorest in the private retirement or health system; making water and energy subsidies more transparent to ensure that the subsidies go

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

to the lowest income strata rather than subsidize the entire system or charge rates that produce no return on the investment.

The demand subsidies have also enabled the State to continue to provide public services without cumbersome bureaucratic institutions, and have introduced transparency in the manner in which beneficiaries' decisions are taken, thereby eliminating much of the political brokerage so inimical to accomplishment of social objectives.

While these are advances, we still have much to learn in this matter. Not everything is a problem of securing resources. If we think that money is the answer to all our problems, we will end up very frustrated indeed. However, I am convinced that new initiatives for progress on this front will come from cities, from the local level.

I should like to close with some thoughts about my idea on the role of mayors in today's world and about international technical cooperation, especially the kind an organization like the OAS, in combination with other institutions, can offer to assist local efforts to improve conditions in their towns and cities.

With integration, urbanization and decentralization and the changes occurring at all levels, mayors have a fundamental role to play and can no longer devote themselves to mere formalities or to overseeing the everyday routine, as they might have in the past in some countries like my own. Today, mayors have to be more than just administrators. They have to be real leaders of their cities' political, economic and social development, engaging their citizens in a common cause or instituting the procedures necessary to achieve common objectives.

Today, cities and towns are enormous laboratories for new methods of government, of community and citizen participation, of conflict resolution, and of political, economic and social development. Our job is to pool this wealth of experience and share it. We have much to learn from one another and still have enormous ground to cover in this field.

Because the OAS is the natural meeting place of all the countries of the Americas, it can best serve its purpose by facilitating an exchange of experiences and horizontal cooperation, working with other organizations like the IDB, the World Bank, AID, CIDA, the States, associations representing local authorities and nongovernmental organizations. This meeting of mayors, surely an important step, could make some suggestions as to how we might move in that direction and the areas where our help would be most useful.

Municipal institutions are, in the final analysis, just as de Tocqueville described them: great training schools. He wrote that "...municipal institutions constitute the strength of free nations. Town meetings are to liberty what primary schools are to science; they bring it within the people's reach, they teach men how to use and how to enjoy it."

Again, I would like to thank you for inviting me to this meeting of mayors and wish you every success in your deliberations.

Thank you.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Address by Sri-Ram Aiyer
Director, Technical Department, Latin America and the Caribbean Region
The World Bank
The Second Inter-American Conference of Mayors
Miami, Florida, April 17, 1996

Honorable mayors, public and private officials, Ladies and gentlemen:

I would like to take this opportunity to thank Metro Dade County, Florida for hosting this second meeting of mayors in this beautiful city, a gateway between the Americas. I would also like to congratulate all the individuals responsible for all the arrangements for organizing and managing an event that seems to have gone so well. During these three days, a wide range of topics have been covered. I understand that there has been a lot of interchange of ideas and practices that we hope you can pursue. It is difficult to take the floor after all this. Furthermore, I am not an urban specialist. I will try to show a few general pointers towards a "model" in about 10 minutes.

Why Cities Matter

- People everywhere are talking about reinventing government.
- Latin America is the most urbanized continent with over 250 million living in cities.
- Since two thirds or three quarters of Latin Americans live in cities, reinventing city administration could do more to impact on the quality of life of Latin American citizens than anything else.

What Does This Offer and Require

- Cities offer the benefits of agglomeration and economies of scale.
- This, in turn, allows for efficiency in the production and delivery of services.
- It also calls for city administrations to be much more modern than they currently are.

Today's Economic and Political Context

- Relative to the investment requirements for physical infrastructure -- \$60 billion per year for the next several years plus the needs for investments in human capital, education, health, etc. -- most federal, state, and local administrations today face very tight resource constraints.

● In the past, at each of these levels, it was possible to raise revenues from the public while promising more or better services. However, improvements in coverage or service quality did not materialize. Increasing coverage was made difficult by continuous growth in city populations. But on improving the quality of major services such as water, sanitation, garbage disposal and urban transportation, most cities face great difficulties. In some areas, a few cities have failed. Meanwhile, the numbers of very poor continues to grow. This increases pressure for spending on education, training and social services targeted to the poorest.

● Today, the electorates are increasingly reluctant to pay more in taxes, mainly because they feel their governments have failed them, let them down. The public's demands for fiscal responsibility have never been greater. The information age, television, travel, etc., makes this more acute. Don't underestimate the power of soap operas in influencing expectations. People know the best that is available in other cities and want it for themselves.

What Can Be Done

- You have heard several ideas about thinking 'public' and acting private. I believe we can learn from the private sector and adopt a corporate model for city administration; more importantly, behave like a corporation in the market place.

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

- How do corporations behave that is most relevant to cities? They pay exquisite attention to demand and, to survive, always have to satisfy the customer, continuously changing their products and specifications to satisfy customer demand. Each cluster of activities is treated as a profit center.
- For this city administrations need to move from being deliverers of all services to managers of contracts and establishers of service quality standards, using competitive processes to ensure least cost solutions. Indeed some Latin American cities are at the forefront of innovation in specific areas. La Paz contracts street cleaning and trash collection as does Guatemala city. Tijuana used a referendum after floods to select priorities. Cali finances infrastructure with bonds placed on the private market. I could go on; this needs to be multiplied more rapidly.
- I submit that for cities, this means even more than moving to private contracting for service delivery. It calls for improving their short term financial performance and having a medium term financial plan that a rating agency can evaluate, just as rating agencies evaluate a businesses and advise investors in corporate debt about the likelihood of the business to perform on its debt.
- Raising capital from the markets is possible at a price. The more financially viable the borrower, the lower that price.
- An electorate that sees a city managing its finances prudently and transparently, and serving its population efficiently, will be much more ready to support such efforts with sacrifices on its part, including willingness to pay for services.
- For a prime example of failure of city administration, you only have to look to the capital city of a great power. The city is packed with payroll, allegations of favoritism and patronage in employment and contracting abound, garbage is not collected, city roads are in a terrible condition, it has the worst taxis in spite of the existence of a city taxicab commission. A recent news article illustrated this sad state of affairs, the city has no money to buy doors for girls' toilets in schools. The city is constantly broke and looks to the Federal Government for larger transfers even as its population is declining.
- An opposite result is seen in other cities that spend less -- by whatever measure -- per student on education, per resident on services, etc. and have superior results; Cleveland and Denver, for example.
- From what we observe, the ingredients of successful city administrations are that they stay close to the people, use polls and other participatory methods to get feedback from the users on service quality and delivery, and manage their finances with a bottom line approach that allows them access to capital for priority investments. Their clients or constituencies are integrated into their decisions and are informed of tradeoffs being made. Should this not be the way for more cities in Latin America?
- The World Bank would be pleased to work with city administrations that are interested in serious pursuit of such reform of their financial management to leapfrog to access market finance with a "rating". This is not intended for all cities, but more for those that are reasonably close to financial balance. This could also be done for project finance where cities wish to invest in major infrastructure projects that are revenue generating and could pay for themselves.
- In any case we are expanding considerably our work in capacity building through the economic development institute. This could include training in project analysis and management for decentralized levels of government. It could also extend to consensus building in countries on difficult issues of reform.
- We are also interested in replicating the experience of Fonade in Colombia and Finep in Rio de Janeiro to find vehicles to provide financing and consultancy services to local agencies that need them and are willing to pay. The approach to the Bank has to be made through national governments.

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

- You will find the World Bank a willing partner in working towards this new business model of cities in the region.

Thank you and good luck.

List of Participants

Argentina

Sr. Julio Barberis
Secretario General
Gobernacion de Santa Fe

Sr. Rafael González
Intendente de Resistencia
Argentina
54-722-22613

Sra. Nelly A. Gray de Cerdan
Doctora en Geografia
Dpto. Geografia Fac. Filosofia y Letras
Univ. Nac. CUYO
54-61-525378

Sr. Guillermo Arturo Marianacci
Subsecretario de Desarrollo Económico y
Planificación Estratégica
Municipalidad de Córdoba
54-51-219209 - 235030

Mr. Rubén Americo Martí
Intendente Municipal de Córdoba
Municipalidad de Cordoba
54-51-221457

Dr. Tomas Melchor Rodrigo
Coordinador del Programa Grandes Areas
Metropolitanas, Ministerio del Interior
531-2348 / 7649 / 2292

Mr. Omar Perotti
Min. Production

Sr. Pedro Roque Plaza
Miembro Directivo de la Mesa Ejecutiva
UOBDS
54-51-730404

Sra. Marcela Rodríguez
Lic. en Trabajo Social
Servicio en Promocion Humana (SERVIPROH)
73-0318, 73-0246, 68-2011

Sr. Angel José Sciara
Secretary of Finance and Economy
Municipality of Rosario
54-51-215-982 / 219182

Dr. Juan Antonio Zapata
Secretario de Estado para la Reforma Económica
Provincial -- Ministerio del Interior

Bolivia

Dr. Javier Barrios Destovet
Abogado
Gobierno Municipal de Santa Cruz de la Sierra
332268

Abg. Javier Fernando Callaú Sitic
Coordinador General
Secretaría Nacional de Participación Popular
367-250

Lic. Johnny Fernández Saucedo
Alcalde de la Ciudad Santa Cruz de la Sierra
Gobierno Municipal de Santa Cruz de la Sierra
332268

Sr. Walter Guevara A.
Director de Desarrollo Democrático
USAID/Bolivia
591-2-785-748

Sr. A. German Gutiérrez Gantier
Abogado
Alcaldía Municipal Sección Capital Sucre
06431062-31061

Sr. Ronald Mac Lean Abaroa
H. Alcalde Municipal de La Paz
Alcaldía Municipal de La Paz - Bolivia
591-2-390048

Dr. Gina Méndez
Abogado
Gobierno Municipal de Santa Cruz de la Sierra
332268

Dr. Carlos Hugo Molina
Abogado
Secretaría Nacional de Participación Popular
591-2-365010

Dr. Orlando Parada Vaca
Abogado
Gobierno Municipal de Santa Cruz de la Sierra
332268

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sr. Jorge Ponce
Director of Protocol
Municipality of Cochabamba
591-42-55304

Lic. Walter Reckling
Licenciado
Gobierno Municipal de Santa Cruz de la Sierra
332268

Sr. Manfred Reyes Villa
H. Alcalde Municipal de Cochabamba
H. Municipalidad de Cochabamba
55304

Sr. Sergio Baierele
CIDADE
5551-330-6756

Brazil

Sr. Silvio Caccia Bava
POLIS
rua Joaquim Floriano, 462
55-11-820-2946

Sra. Lúcia Peixoto Calil
Coordinator of the Inter-American Foundation's
In-Country Service Office
Sal da Terra
55-11-881-4333

Ms. Terezana Carvalho de Mello
Advisor to the Mayor of Curitiba
Municipal Research and Planning Institute
55-41-352-1414

Sra. Neide Maria Da Silva
ETAPAS
Rua dos Medicis, 67
5581-231-0745

Mr. Adolfo de Marinho Pontes
Secretary of Urban Development
55-85-274-2443

Mr. Aldenor Facanha
Mayor of Sobral

Mr. José Mario G. Marques
Mayor of Quixada

Sr. Tarso Genro
Mayor of Porto Alegre
Prefeitura Municipal de Porto Alegre
5551-225-45-20

Sr. Orlando Junior
FASE
Rua das Plameiras
021-286-1441

Mr. José Mario G. Marques
Mayor of Quixada
55-85-274-2443

Sra. Moema Miranda
IBASE

Mr. Philippe T. Nottingham
Coordinator of Prourb
55-85-274-2443

Mr. Joan Rodriguez Gonzalez
Gerente de Producto
Banco Italiano
237-2494

Sr. Eduardo Utzig
Prefeitura de Porto Alegre

Sra. Liana Valicelli
Supevisora de Informaciones del Instituto de
Pesquisa e Planeamiento Urbano de Curitiba
Municipality of Curitiba
55-41-352-1414

Mr. Jorge Ney Viana Macedo Neves
Mayor of Rio Branco
55-68-223-2300

Canada

Sr. Gilles Bernier
Senior Program Officer
CIDA
819-997-2004

Mr. Ian Bromley
Senior Development Officer, Metro Toronto
The Municipality of Metropolitan Toronto
416-392-8001

Mr. Jeb Brugmann
Secretary General

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

International Council for Local Environmental
Initiatives
416-392-1462

Mr. Richard Stren
Professor and Director
Center for Urban and Community Studies
University of Toronto
416-978-4093

Sr. Byron Wilfert
Vice-President
Federation of Canadian Municipalities
613-241-5221

Chile

Sr. Gabriel Aghon Barbosa
Experto Principal
CEPAL
56-2-210-2402

Sr. Rodolfo Aranda
Associate, Institute of Public Administration
56-2-671-4191

Sr. Johnny Carrasco Cerda
Educador
I. Municipalidad de Pudahuel
6433771

Sr. Eduardo Wladimir Correa Muñoz
Ingeniero Agrónomo
GEDES
56-45-21-44-99

Sr. Gonzalo Duarte Leiva
Alcalde de la Florida
I. Municipalidad de la Florida
56-02-2832266

Sr. Carlos Echeverría Muñoz
Alcalde de Peñalolen
I. Municipalidad de Peñalolen
56-02-279-1015

Sr. Claudio Ignacio Foncea Núñez
Administrador Municipal de Peñalolen
I. Municipalidad de Peñalolen
56-02-279-1015

Sr. Enzo Gazzolo
SUR Profesionales
56-2-236-0470

Sr. José Letelier Vial
Alcalde Protocolar
I. Municipalidad de Paine
8241204

Sr. Ernesto Lo Carrasco
Director Planificación
I. Municipalidad de Iquique
56-57-417234 o 56-57-411915

Sr. Giorgio Martelli
Secretario Ejec., ACM
Asoc. Chileno de Municipios

Sr. Hugo Maul
Presidente
Centro de Investigaciones Económicas Nacional
(CIEN)
502-337-014

Sr. Marcelo Eduardo Morales Jeldes
Sociologo
I. Municipalidad de Pudahuel
6433771

Sr. Jorge Pinochet Jiménez
Jefe de Gabinete
Municipalidad de la Florida

Sra. Sofia Prats
Alcaldesa de Huechuraba
Ilustre Municipalidad de Huechuraba
56-2-625-7292

Sr. Jaime Ravinet
Mayor of Santiago, Chile
562-639-2691

Sra. Sonia Robles Rojas
Administradora Municipal
I. Municipalidad de Paine
8241204

Sr. José Roberto Rojas Cornejo
Médico Veterinario
Corporación de Estudios y Desarrollo Norte
Grande
56-58-221037

Sr. Mario Rosales
Representante IULA ConoSur America Latina,
Unión Internacional de Municipalidades
56-2-2351403

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sra. Verónica Silva Villalobos
Directora Desarrollo Social
Municipalidad de la Florida

Sr. Rene del Carmen Tribiño Huenchuguala
Alcalde de la Comuna de la Union
I. Municipalidad de la Union
(64) 322441

Sr. Carlos Varas
Director Relaciones Internacionales,
Municipalidad de Santiago
56-2-639-26-91

Colombia

Sr. Bernardo Botero Alvarez
Magister en Administración
CINEP
285-89-77

Sr. Juan Manuel Arango
Alcalde de Pereira
Entidad Oficial
27648/267649/265578

Mr. Manuel Arango Velez
Mayor of Pereira

Sr. Mauricio Arias
Mayor of Manizales
Alcaldia de Manizales
5768-840846

Sra. Carolina Barco
Directora Investigacion Bogota
Universidad de los Andes
57-1-3465526

Sr. Bernardo Botero A.
Centro de Investigacion y Educacion Popular
CINEP
571-285-8977

Sr. Fernando Carrillo
Moderator -- IDB

Ms. Gloria Cuartas
Alcaldesa
Municipio Apartado
280-457

Sra. Margaret Flores
Jefe Area Habitat y Desarrollo Comunitario

Fundación Corona
6105555 ext.264

Mr. Bernardo Henao
COLDITEC, LTDA.

Sr. Francisco José Lloredo Mera
Director de Planeación Municipal
Alcaldía de Cali
57-92-6617055

Sra. Betty Pedraza
PARCOMUN
221-9330

Sra. Angela María Robledo
Psicóloga y Educadora
Fundación Restrepo Bareo
312-15-11

Sr. Fernando Rojas
ISLA

Sr. Manuel Rojas Rubio
Magistre en Desarrollo Social
EVALUAR
6232305

Mr. Joaquin Valencia Aguilar
Director
Federacion Colombiana de Municipios

Costa Rica

Sr. Mario Carazo Zeledon
Diputado
Asamblea Legislativa de Costa Rica
506-257-2501

Sra. Marlene Gómez
Diputada
Asamblea Legislativa de Costa Rica
506-222-6193

Sr. Rodolfo Montero Pacheco
Sub Director e Ejecutivo -FODESAF-
506-223-7211

Sr. Olman Rojas
Director Ejecutivo, UNGL
506-255-0173

Sr. Johnny Soto
Presidente

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Unión Nacional de Gobiernos Locales
506-223-0001

Sr. Constantino Urcuyo
Diputado a la Asamblea Legislativa
Bancada Unidad Social Cristiana
506-224-9890

Sr. Jorge Vargas
Director
Desarrollo de la Confederación de Cooperativas
del Caribe y Centro America

Ecuador

Mr. Kraig Baier
Director
USAID/Ecuador
593-2-544-365/521-100

Sr. Mariano Curicama

Lcdo. Ramiro Espinosa
Subgerente General
Banco del Estado

Mr. Paul Fritz
Senior Democratic Initiatives Advisor
RHUDO/SA -- USAID
593-2-544-365/521-100

Sr. Luis Maldonado

Dr. Mario Minuche
Presidente
Asociación de Municipalidades del Ecuador

Sr. José Luis Ortíz Muñoz
Fundación Vicente Rocafuerte
325798-518255

Sr. Teodoro PeñaMunicipal Renovation Project
593-2-58-3833

Sra. Cecilia Rodríguez
Subgerente
Gestión de la Gerencia de Desarrollo
Banco del Estado

Lic. Roque Sevilla Larrea
Economista
Presidente de la Comisión de Medio Ambiente
del Municipio de Quito
593-2-469-311/469-312

Lcdo. Guillermo Tapia
Secretario General Asociación de
Municipalidades del Ecuador

Sr. Jaime Torres Lara
Secretario Ejecutivo
IULA/CELCADEL
593-2-469-366/469-365

El Salvador

Sr. Luis Antonio Alvarez
Alcalde de Santa Ana y
Presidente del Instituto Salvadoreño de
Desarrollo Municipal -ISDEM
503-298-1973

Sr. Walter Araujo
Diputado
Asamblea Legislativa de la República del El
Salvador
503-271-2526/271-2520

Sr. Roberto Bustamante
Asesor
Presidencia
Instituto Salvadoreño de Desarrollo Municipal
503-298-1973

Sra. Sonia Cáceres
Project Manager
USAID/El Salvador
503-298-1666

Sr. René Canjura
Alcalde de Nejapa
503-336-1506

Sr. Juan Antonio Cerritos
Alcalde de Guadalupe

Sr. Ricardo Cordova
Director Ejecutivo
503-298-5928

Sr. Aritstides Corpeño
Alcalde
Municipio de San Luis la Herradura
503-223-9446

Sra. Eleonora de DeSola

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sra. Norma de Dowe
Secretaría de Reconstrucción Nacional
503-270-3946

Sra. Maura de Montalvo
Coodinadora de Decentralización de la Comisión
Presidencial de Modernización del Sector
Público, Centro de Gobierno
503-281-0621

Sra. Maria Teresa de Rendón
Vice Ministra de Relaciones Exteriores y
Cooperación Externa
Centro de Gobierno

Sr. Juan Duch
Diputado de la Asamblea Legislativa y Jefe de
Bancada Fraccion
503-271-2520

Sr. Mario Enríquez
Alcalde de Chalchuapa

Sr. Francisco Flores
Diputado de la Asamblea Legislativa de la
Republica de El Salvador
503-271-3313/0935

Sr. Mauricio Funes
Canal 12 de Televisión
503-289-0408

Sr. Jacobo E. Harrouch
Municipal Development Officer,
USAID/IRD/RUD
503-298-1666 ext. 1341

Dr. Roberto Herrera-Cáceres
Secretario General del -SICA/SALVADOR-
503-279-3166

Sr. Lucio Ronney Hueso
Alcalde del Municipio de San Rafael Cedros

Sr. Alfredo Mena Lagos
Comisionado Presidencial para el Sector Público
503-271-0074

Sr. Eduardo Linares
Diputado de la Asamblea Legislativa de la
República del El Salvador
503-228-5582

Sr. Juan Ramon Medrano
Diputado de la Asamblea Legislativa y
Presidente de la Comision del Interior de la
Asamblea
503-271-0935/3163

Sr. Oscar Mena
Programa de Desarrollo Municipal de la
Corporación de Municipalidades de la República
de El Salvador
503-298-4280

Sra. Zoila Milagro Navas
Alcaldesa de Antiguo Cuscatlán
503-243-1075

Sr. José Alfonso Pacas
Alcalde de Apastepeque

Sr. Carlos Perla
Presidente
Administración Nacional de Acueductos y
Alcantarillados -- ANDA
503-222-5899

Sr. Carlos Pinto
Gerente
COMURES
503-298-4280

Sra. Claudio Quiñonez
Asociación Salvadoreña a de Industriales
503-298-1579

Sr. Roberto Serrano
Diputado de la Asamblea Legislativa de la
República del El Salvador
Miembro de la Comisión Interior y Seguridad
Publica
503-271-4262

France
Sr. Marcelo Nowerstern
Director América Latina
Federación Mundial de Ciudades Unidas
33.1.47393686

Guatemala
Sr. Roberto Alfaro
Gerente
Instituto de Fomento Municipal -- Guatemala
502-2-325175

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Sr. Carlos Alvarado
Director Nacional del Programa de las Verapaces
Q calle 10-44, zona 1
502-253-5754

Sr. Maximiliano Alvarez
Jefe de la Unidad de Programación y Estudios
del INFOM
502-2-316177/2324176

Sr. Oscar Berger
Alcalde
la Ciudad de Guatemala

Sr. Eduardo Beteta
Consultor, Banco Mundial
ONG -- SOLAR
502-2-680096

Sra. Patricia Durán de Jager
Directora Ejecutiva de la Federación de
Municipios del Istmo Centroamericano,
FEMICA
502-232-5947

Sr. John Fisher

Sr. Reinhard Frotscher
Coordinador
Proyecto Desarrollo Municipal
GTZ
502-62-36-78

Sr. José Miguel Gaitán
Presidente del Instituto de Fomento Municipal -
Guatemala
502-2-310168

Sr. Julio Girón
Secretario Ejecutivo de ANAM
502-327602

Sr. Max Girón
Representante, CARE DE GUATEMALA
CARE DE HONDURAS

Sr. Thomas Hanley
502-232-0202

Sr. Carlos Humberto Hernández
Diputado

Sr. Gustavo Hernández
Gerente del Proyecto de Saneamiento Ambiental
del CARE
CARE de Guatemala/ONG Norteamericana
391139

Sr. Edgar Benjamín Herrera Rios
Alcalde de Huehuetenango
502-0641570

Sr. Pedro Iboy Chiroy
Alcalde de Solola
Municipalidad de Solola
502-2-0621586

Sr. Harry Jager
RHUDO/USAID
502-2320202

Sr. Edwin Humberto Lemus Morales
Alcalde de Jutiapa y Presidente de ANAM
502-327602

Sr. Manlio Salomón Lex Sicay
Alcalde de San Lucas Toliman
Municipalidad de San Lucas Toliman

Sr. Luis Linares
Director
FUNCEDE
502-231-0680/2325281

Sr. Santos Augusto Norato Garcia
CDRO
502-966-1115

Sr. Lawrence Odle
Deputy Director
RHUDO/USAID
502-2320202

Sr. Rigoberto Quemechay
Alcalde de Quetzaltenango
502-0610816

Sr. José Jorge Rivera P.
Asistente de la Dirección Ejecutiva
Federación de Municipios del Istmo
Centroamericano
232-5947

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sr. Manuel Samayoa
Instituto Cultural
595-2160-1152

Sr. Earl Wall
Coordinador Sector Agua
CARE DE GUATEMALA
502-391-139

Guyana

Sr. Basil Benn
Principal Regional Development Officer
Ministry of Local Government
592-2-586639

Mr. Moses Nagamootoo
Senior Minister of Local Government
Ministry of Local Government
592-2-58619

Haiti

Sr. Francois Joseph Baptiste
Maire de Cap-Haitien
509-62-1368/62-0677

Mr. Joseph E. Charlemagne
Mayor of Port-au-Prince
Port-au-Prince's City Hall C/O AID
45-9575

Ing. Marie Alice Delpeche Jean
Ingeniera Sanitaria
UCG/PCE
509-23-5078/23-5088

Ing. Marie Alice D. Jean
Unité Centrale de Gestion (UCG)
235078

Sr. Moises Jean-Charles
Mayor of Milot

Sr. Charles Johny
Maire Adjoint de Port-au-Prince
Mairie de Port-Au-Prince
509-22-9612/22-2710

Sr. Paul R. Latortue
Directeur General a l'UCG
Unité Centrale de Gestion
509-23-5088/23-5078

Sr. Guy Masse
Mairie de Jacmel
509-88-2761

Mr. Gary J. Mazile
Mayor of Miragoane
Miragoane's City Hall c/o AID
45-9575

Mr. Anal Phylidor
Depute, Chambre des Deputes / Haiti
509-223363

Sr. Louis Jacques Pierre
Marie Adjoint de St. Marc
Mairie de St-Marc
509-79-1655

Sra. Mary Roussette Nicolas
Marie Adjoint de Gonaives
Mairie de Gonaives
509-74-0391/740263

Honduras

Sr. Roberto Acosta
Alcalde, Ciudad de Tegucigalpa

Sr. Leonides Avila Chavez
Profesor En Educación Primaria
ICADE
504-22-3435, 504-38-7060

Sra. María Margarita de Nuñez
Especialista Sectorial
Banco Interamericano de Desarrollo
32-4838

Sr. Armando Gale
Alcalde de Choloma
504-693539/693700/693322

Sr. Juan Carlos Garcia
Gerente Administrativo
Alcaldia de Tegucigalpa

Sra. Mirta González
Directora Ejecutiva
504-329-113

Sr. Marco Augusto Hernández Espinoza
Diputado al Congreso de la República de
Honduras
504-370719

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Mr. Marlon Lara
Alcalde de Puerto Cortés
504-55-0207 / 550023

Sr. Guadalupe López
Presidente
Asociación de Municipios de Honduras -
AMHON
504-67-4405

Sr. Mario López
Director Ejecutivo, AMHON
504-366150

Sr. Mamilo Rodas
Presidente
Comisión de Asuntos de Municipales del
Congreso de la República, Bancada Partido
Liberal
504-386353

Sr. Todd Sloan
504-36-9320

Sr. Roberto Vallejo Larios
Administrador de Empresas,
INADES/PROINTEGRAL
98-1346

Jamaica
Mr. Keith Miller
Project Leader for Local Gov't Reform Unit
Ministry of Local Gov't and Works

Mr. Morin Seymor
Planning Institute of Jamaica
809-967-3689

México
Sr. Salvador Aguilera
Gerente de Fortalecimiento Institucional y
Financiamiento a Areas Prestadoras de Servicios
Públicos
Banco Nacional de Obra y Servicios Públicos
(BANOBRAS)
52-2-723-6163/2565

Mr. Mark Lallande
Director General
Total System Services de Mejico

Lic. Carlos Arce Macías
Director Ejecutivo de la Asociación Mexicana de
Municipios
Asociación Mexicana de Municipios
5247-12-02-70/70-46-22

Dr. Vicente Arredondo Ramírez
Director General de la Fundación DEMOS I.A.P.
Fundación Demos I.A.P.
536-10-23

Lic. María de la Luz Núñez Ramos
Presidenta Municipal de Atoyac
Ayuntamiento de Atoyac Guerrero
742-32146

Arq. Mario Enzastiga Santiago
Cordinador Regional
Centro de Sevicios Municipales
639-1952

Sr. Daniel Ituarte Reynaud
Presidente Municipal de Zapopan
6-36-9523

Sr. Arturo Martínez Nuñez
H. Ayuntamiento de Atoyac de Alvarez

Sra. Alma Rosa Moreno Razo
Asesor, Secretaria de Hacienda
531-4567

Sr. Eduardo Navarrete
Lic. en Antropología Social
CAMPO

Sr. Patricio Patron
Alcalde
Asociación Mexicana de Municipios
99-24-85-22

Sr. Milton Adán Rubio Díaz
Delegado Estatal en Baja California
Banco Nacional de Obra y Servicios Públicos
(BANOBRAS)
52-65-575063/57-4551/57-4758

Nicaragua
Sr. Jaime Arauz
Alcalde de Eltumuladalia
505-612-2910

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sra. Christina Matos de Almanza
Alcaldesa de San Pedro de Lóvalo
505-2-669-095

Sr. Carlos Noguera
Director Ejecutivo FISE
505-2-781664

Sr. Sigifredo Ramírez
AID/ Nicaragua

Sr. Santiago Rivas
Ministro del Instituto de Fomento Municipal,
INFORM
505-266-6336

Sr. Alejandro Valdivia
Presidente
AMUNIC
505-343-303

Sr. Gustavo Vega
Consultor, Amunic
Centro de Derechos Constitucionales
505-2-669-715

Panama

Sr. Rosadela Astudillo de Pinzón
Coordinadora del Programa Desarrollo
Municipal Panamá
Ministerio de Planificación y Política

Sr. Jorge R. Panay B.
Coordinador Nacional de los H. Representantes
Concejo Provincial de Panamá
227-0880 / 227-0882

Sr. Robinson Lionel Acosta
Alcalde del Distrito de Dolega, Chiriquí
507-775-6132

Sra. María Nelly Broce de Figueroa
Directora Ejecutiva
IPADEM
507-225-8001

Sr. Cristobal A. Canizales M
Alcalde del Distrito de Arraján
507-259-8150

Sr. Felipe A. Cano González
Alcalde del Distrito de San Miguelito
507-267-3222

Sr. Mateo Castellero
Director de Planificación Regional, Ministerio de
Planificación y Política Pública
Ministerio de Planificación y Política Pública
507-264-5247 o 264-6917

Sra. Rosa Astudillos de Pinzón
Coordinadora del Programa de Desarrollo
Municipal

Sr. Alcibiades González
Alcalde del Distrito de Colón y Presidente de
FEMICA
504-399-520 al 23

Sr. Nelson Jackson Palma
Alcalde del Distrito de Portobelo
507-448-2011/448-2120

Sr. José Rafael Sánchez
507-267-6740

Sr. Ivan Ulises Sauri
Alcalde del Distrito de Capira
507-278-5533

Sr. Lenin Sucre
Diputado a la Asamblea Legislativa de la
República de Panamá
507-264-8297

Sr. Martín Torrijos
Vice Ministro de Justicia de la República de
Panama, Ministerio de Gobierno y Justicia
507-262-1702

Paraguay

Ing. Jorge Abbate Cordazzo
Director Ejecutivo de Alter Vida
Alter Vida
595-21-662-402

Sr. Eusebio Barbeiro
Intendente Municipal de la Candelaria
Gobierno Local -- Municipalidad de la
Candelaria
595-291-591

Sr. Cesar Caballero Lezcano
Intendente Municipal de Itaugua
Gobierno Local -- Municipalidad
595-294-358

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Sra. Mabel Causarano
Directora General del Ambiente
Contraloría de la República

Sr. Hugo Enrique Delvalle García
Intendente Municipal de Ñemby
Gobierno Local- municipalidad

Sr. Carlos Filizzola
Alcalde de Asunción
595-21-604-933

Sr. Victor Jacinto Flecha
Director / Asesor
Comunidad y Planeamiento / Gobernacion,
Dpto. Central
595-21-440-340

Sr. Luis Galeano
Sociologo, CPES
595-21-448-041

Sra. Benita Jara Cañizá
Intendenta Municipal de Capiata
Municipalidad de Capiata
595-28-2363

Sr. Egidio Teodoro Ruiz Pérez
Licenciado en Ciencias Contables y
Administrativas
Org. Paraguaya de Cooperación Intermunicipal
595-21-208460/208461/208462

Peru

Dr. Adrian Fajardo Christen
Asesor Principal del Despacho Ministerial
Ministerio de la Presidencia
447-4175

Sr. Esau Hidalgo
Project Manager
USAID/Peru
511-4333200

Sr. Alberto Andrade
Mayor of Lima
Municipality of Lima
511-427-6080

Sr. Miguel Azcueta Gorostiza
Alcalde de Villa El Salvador
Distrito de Villa El Salvador
493-0440

Sr. Baltazar Caravedo
Director Ejecutivo
SASE
51-1-444-5092

Sr. Arturo Castillo Chirinos
Congresista
Congreso de la República del Peru
4339440

Mr. Jorge Chávez
Mayor of Iquitos
Municipality of Iquitos, Maynas
511-94-232-401

Ms. Beatriz Cobián
Field Coordinator for the Local Government
Development Project
USAID, Office of Local Government and
Alternative Development
511-433-3200

Sra. Maria Luisa Cuculiza
Mayor of San Borja
Department of Lima
511-475-0547

Sr. Luis Guerrero
Alcalde de Cajamarca

Sr. Jaime Joseph
Centro Alternativa
55-1-481-5801

Mr. Samuel Matsuda
President of the Decentralization Commission
Peruvian Congress
511-428-1674

Sr. José Antonio Navarro Merea
Concejal –Comisionado
Municipalidad de San Borja
999-5828

Sr. Gabriel Ortíz de Zevallos
Executive Director
Instituto Apoyo
511-444-6262

Sr. Rolando Reategui
Mayor of Tarapoto
Municipality of Tarapoto - San Martin

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sr. Martin Vegas Risco
Presidente e Ingeniero Agrónomo, CIPDER
CIPDER
51-44-925320

Mr. George Wachtenheim
Director
U.S. Agency for International Development
511-433-3200

Puerto Rico

Mr. Hector Luis Acevedo
Mayor of San Juan

Ms. Teresa Albizu
Special Assistant to the President
Caribbean Center for Advanced Studies

Sr. Melanio Bobe
Alcalde de Hormigueros
Gobierno Municipal
787-849-2485

Dr. Salvador Santiago-Negrón
President
Caribbean Center for Advanced Studies

Sweden

Mr. Arne Svensson
Chairman, Swedish International Services
Swedish International Services
46-8-20-24-90

UK

Mr. John Harman
Leader
Kirklees Metropolitan Borough Council
01484 - 442000

United States of America

Mr. Sri-Ram Aiyer
Director
Tech. Dept., LA & Carib.
The World Bank

Mr. Norberto J. Ambros
Projects Director
Pan American Development Foundation
202-458-6338/3969

Mr. Chuck Anderson
Director of the Central and Eastern Europe
Programs
ICMA
202-963-3518

Mr. Walter Arensberg
Inter-American Development Bank
202-623-1756

Mrs. Barbara Baker Bloch
Deputy Director, Citizen Participation Program
Partners of the Americas
202-628-3300

Mr. Stephen Bender
Asesor Técnico
Organización de los Estados Americanos
202-458-6295

Ms. Margaret Bergen
Editor
The Urban Age / The World Bank
202-458-5071

Mr. Mark Bidus
Assistant Director
ICMA
202-962-3517

Mr. Gary Bland
Latin American Studies Programs
The Johns Hopkins University SAIS
301-270-0312

Dr. Reynold Bloom
Associate Provost for International Programs
State University of New York System
Administration

Ms. Linda Borst
Vice-President of Programs
Inter-American Foundation
703-841-3800

Mr. Donald J. Borut
Executive Director
National League of Cities
202-626-3010

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Mr. James Brooks
Manager of International Programs
National League of Cities
202-626-3163

Ms. Marisa Brown
Program Officer
National Democratic Institute for International
Affairs
202-328-3136

Mr. Ernst Brugger
FUNDES

Dr. Julie Bunck
Democracy Officer
ID LAC/DI
202-647-0233

Mr. James Burke
Metro Dade County Commissioner
Metropolitan Dade County
305-375-4833

Mr. Tim Campbell
The World Bank

Mr. Alberto J.F. Cardelle
Research Assistant
North South Center
305-284-8965

Ms. Rachel Cardelle
Conference Coordinator
Institute for Public Management -- Florida
International University
305-348-1684

Sr. Jorge H. Cárdenas
Advisor to the Secretary General
OAS
202-458-3529

Mr. James H. Carr
Vice President for Housing Research
Federal National Mortgage Association (Fannie
Mae)
202-752-4422

Ms. Lee Clancey
Mayor
City of Cedar Rapids, Iowa
319-398-5051

Mr. James F. Coleman
Assistant City Manager of Deland
City of DeLand
904-736-3900

Ms. Marta Curry
Executive Director
Seattle Planning Commission
206-684-0431

Sra. Micaela de León
Asst. Project Manager, Intl. Municipal Programs
ICMA
202-962-3627

Mr. Miguel Díaz de la Portilla
Metro Dade County Commissioner
Metropolitan Dade County
305-375-4834

Mr. George Evans
President
Inter-American Foundation
703-841-3800

Ms. Betty T. Ferguson
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5694

Mr. Maurice A. Ferre
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5697

Mr. Patrick Fn'Piere
Senior Advisor for Governance
ID Center for Democracy & Governance
202-736-7887

Mr. Adolfo Franco
General Counsel
Inter-American Foundation
703-841-3800

Ms. Rita Funaro
Inter-American Foundation
703-841-3800

Mr. Eduardo Gamarra
Acting Director
Latin American and Caribbean Center
305-348-2894

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sr. Jorge Garcia
Advisor, OAS
202-4583040

Mr. George Gattoni
Principal Urban Planner
The World Bank
202-473-6267

Mr. Cesar Gaviria
Secretary General
OAS

Ms. Nancy Graham
Mayor of West Palm Beach

Mr. Steven Griner
Moderator
OAS

Mr. Luis Guasch
The World Bank

Mr. Julio Guichard

Mr. David Hales
Director
ID Center for Environment
703-875-4205

Mr. Jorge Hernan Cardenas
Office of the Secretary General
Organization of American States

Mr. Paul Holden
Moderator
Enterprise Research Institute for Latin America

Ms. Marcela Huertas
Organization of American States

Mr. Charles Jainarain
Executive Director
Summit of the Americas Center / LACC
350-348-2894

Mr. Edmundo Jarquin
Inter-American Development Bank

Mr. Bruce Kaplan
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5695

Mr. Travis Katz
Consultant
The World Bank
202-458-5716

Mr. Steven Keller
International Development Associate
USAID -- ID G/ENV/UP
703-875-5501

Mr. Seth Kirschenberg
Director of Local Economic Development
ICMA
202/962-3663

Ms. Kristen Koch
Recycling Specialist
/San Diego-Tijuana Binational Program
City of San Diego -- Env. Services Dept.
619-573-1212

Mr. Todd E. Kotas
Director of Business Development
Volusia County Business Development
Corporation
904-274-3800

Mrs. Alcira Kreimer
Principal Evaluation Officer
The World Bank
202-473-3205

Ms. Anne -Marie Leroy
Public Administration Specialist
The World Bank
202-478-5865

Sr. Mario Loterspiel
Financial Institution Analyst
IDB
202/623-3530

Ms. Gwen Margolis
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5128

Mr. Gary McCaleb
Mayor of Abilene, Texas

Mr. Franklin McDonald
Executive Director
Natural Research Conservation Authority

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Ms. Natacha S. Millan
Metro Dade County Commissioner
Metropolitan Dade County
305-375-4831

Ms. Ann K. Morales
Senior Operations Evaluation Office
Inter-American Development Bank
202-623-1533

Mr. Dennis C. Moss
Metro Dade County Commissioner
Metropolitan Dade County
305-375-4832

Mr. Jim Murley
Secretary
Florida Department of Community Affairs
904/488-8466

Mr. Frank Ohnesorgen
Senior Municipal Advisor
ICMA
602-759-4880

Mr. JA Tony Ojeda
Metro Dade County Assistant Manager
Metropolitan Dade County
305-375-1254

Mr. Jorge Otero
Municipal Development Specialist
Chemonics International, Inc.
202-955-7480

Mr. Anthony Pellegrini
Director
The World Bank, Transport, Water and Urban
Development Dept.
202-473-6752

Ms. Adriana Penafiel
Mayor, La Serena, Chile
US Information Agency
202-939-5880

Mr. Alexander Penelas
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5071

Mr. Frederick A. Peralta
Mayor of Taos

Town of Taos
505--751-2006

Mr. Richard Pérez
Administrative Assistant to the City Manager
City of Laredo
210-791-7307

Mr. David Pérez-Ginart
Chairman
Metro-Dade Sister Cities Council
305-441-1882

Mr. Steven D. Pierce
Representante para Colombia/Venezuela
Inter-American Foundation
703-841-3843

Mr. Mario Pita
Municipal Development Specialist
305-597-0351

Ms. Martha Preece
Evaluator
IDB
202-623-3548

Ms. Kaye Pyle
Foundation Representative for Brazil
Inter-American Foundation
703-841-3800

Ms. Suzete Raggs
Deputy Mayor
City of Gary
219-881-1308

Mr. Saul N. Ramírez Jr.
Mayor of Laredo
City of Laredo
210-791-7309

Mr. Pedro Reboredo
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5696

Mr. Charles Reilly
Senior Researcher
Inter-American Development Bank
202-623-1641

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Ms. Chantal Reliquet
Urban & Water Specialist
Economic Development Institute
of the World Bank
202-473-6385

Mr. Orlando Reos
Chief Operational Policies Division
Inter-American Development Bank
202/623-1564

Mr. Alejandro Rodríguez
Assistant Director
Institute for Public Management and Community
Service
305-348-1271

Mrs. Carmen Rodríguez Villa
Director of PROEFA, CHILE
PROEFA: Corporacion para la Promocion de la
Educacion y Familia a nivel comunitario
206-543-2426/2428

Ms. Cristina Rodríguez-Acosta
Assistant Director
Institute for Public Management and Community
Service
305-348-1271

Mr. Eduardo Rojas
Inter-American Development Bank

Mr. Allan Rosenbaum
Director
Institute for Public Management
Florida International University
305-348-1684

Mr. Mark B. Rosenberg
Acting Dean
College of Urban and Public Affairs
Florida International University
305-919-5840

Mr. Roberto Rosenberg
Hawkins, Delafield & Wood
212-820-9372

Ms. Kathy Sánchez
Office of External Relations
Public Information Section
Inter-American Development Bank
202-623-1364

Dr. Mara Schiff
Assistant Professor of Public Administration
Florida Atlantic University
954-760-5638

Mr. Mark Schneider
Assistant Administrator
ID LAC
202-647-8246

Mr. Vitor Serra
Urban Development Specialist
The World Bank
202-473-8700

Mr. Steven Sharp
Housing and Urban Development Officer
USAID - ID G/ENV/UP
703-875-4592

Ms. Karen Shaw
Program Assistant
Institute for Public Management and Community
Service
305-348-1271

Mr. Geoffrey Sheppard
The World Bank

Ms. Katy Sorenson
Metro Dade County Commissioner
Metropolitan Dade County
305-375-5123

Mr. Javier Souto
Metro Dade County Commissioner
Metropolitan Dade County
305-375-4835

Ms. Elizabeth Spehar
Organization of American States

Dr. John Swallow
Democracy and Human Rights Officer, ID
Bureau for Latin America & the Caribbean (ID)
202-647-8060

Mr. Arthur E. Teele, Jr.
Metro Dade County Commission Chairperson
Metropolitan Dade County
305-375-2424

AN EMERGING AGENDA FOR LOCAL GOVERNMENT

Mr. Douglas L. Tinsler
Vice-President for Latin America & Caribbean
Chemonics International
202-955-7451

Dr. Cristina Torres Parodi
Regional Advisor Public Policy and Health
PAHO
202-861-3217

Ms. Mary B. Uebersax
Research Administrator
HEMISFILE< La Jolla California
305-284-6370

Mr. David Valenzuela
Regional Director, Southern Cone and Brazil
IAF
703-841-3800

Sr. Ricardo Vanella
Architect
Kennedy School of Government
617-547-1186

Mr. Victor Vergara
Urban Planner
The World Bank
202-473-3942

Mr. Armando Vidal
Metro Dade County Manager
Metropolitan Dade County
305-375-5311

Sr. Alberto Villar
Senior Staff
Institute of Public Administration
212-730-5176

Ms. Yvonne C. Williams
Border Environmental Affairs Manager
City of San Diego
619-492-5076

Ms. Sarah Wines
Assistant Director
USAID -- ID/G/ENV/UP
703-812-2479

Ms. Martha S. Wood
Mayor, City of Winston-Salem
910-727-2058

Mr. Angel Zambrano
Architect, Duke University
919-383-0198

Uruguay
Sr. Javier Marsiglia Cicalese
Asistente Social
CLAEH
598-2-919252 - 928405

Venezuela
Sr. Luis Miguel Abad
Representante, SOCSAL
58-2-5782440 / 5782076/5781931

Sra. María Nieves Acosta
Presidente
Fundación para el Desarrollo de la Comunidad y
Fomento Municipal
582-952-00-61

Sr. Keisgner Alfaro
Consultant, The World Bank
582-284-3437/8585

Sr. Francisco Arocha
Director, FIDES
582-952-55-79

Dra. Ivonne Attas
Assistant to the Mayor of Baruta

Eco. Saady Bijani
Alcalde
Alcaldia Municipio San Francisco
014-619-164 y 014-601-1111

Ms. Mirian Carroz Bohorquez
Instituto Municipal de Capacitacion
521345

Sr. José Ignacio Casals
Ingeniero

Sra. Carmen Delgado
Gerente Asuntos Picalicos
LAGOVEN
091-406121 - 406125

Sr. Juan Fernández
Mayor of Las Salias
5832-72-08-36

SECOND INTER-AMERICAN CONFERENCE OF MAYORS

Sra. Liliana Hernández
Congresswoman, National Congress
582-563-43-77

Sr. Aristides Hospedales
Congressman, National Congress
582-564-57-59

Sr. Antonio Ledezma
Mayor of Caracas
582-545-94-55

Sr. José Luis López
CESAP
02-813885

Sr. Enrique Mendoza
Governor, Government of Miranda State
5832-31-19-79

Sr. Arnaldo Morales Jatar
Diputado al Congreso Nacional -- Ingeniero
Civil
Congreso de la República de Venezuela
563-0884, 959-2716

Sr. Elías Santana
Director Ejecutivo
Escuela de Vecinos

Sra. Nilda Urdaneta de Barroso
Alcaldia del Municipio Maracaibo
227520 / 211017

Sra. Estela Villasmil
Licenciado/Asesor
Fundación Polar
58-2-2027568

