A GLOBAL PARTNER FOR A REGION ON THE RISE

The World Bank in Latin America and the Caribbean

A guide to the expert resources available from the Latin America and Caribbean Region of the World Bank
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Using this guide

The aim of this reference guide is to provide a quick introduction to the work of the Latin America and Caribbean Region of the World Bank. Designed as a point of departure for people in government, business, civil society, and the media, the guide offers a sketch of the region’s development challenges, a short description of the World Bank and its programs, a guide to speakers and subject-matter experts available through the Bank, and directions for those needing further information.
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Through loans, innovative financial solutions, policy advice, and technical assistance, the World Bank supports a broad range of programs aimed at reducing poverty and improving living standards in the developing world. Two entities make up the Bank. The International Bank for Reconstruction and Development (IBRD), founded in 1944, makes long-term loans to middle-income and creditworthy poorer countries. The International Development Association (IDA), founded in 1960, provides long-term financing to the world’s poorest countries in the form of interest-free loans and grants.

Working through both IBRD and IDA, the Bank uses its financial resources, skilled staff, and extensive knowledge base to help developing countries generate opportunities for all and enhance growth with care for the environment, and create individual opportunity and hope. To achieve this, World Bank president Robert B. Zoellick has outlined six strategic themes:

- Helping to overcome poverty and spur sustainable growth in the poorest countries, especially in Africa.
- Addressing the special challenges of states coming out of conflict.
- Developing a competitive menu of “development solutions” for middle-income countries, involving customized services as well as finance.
- Playing a more active role with regional and global public goods on issues crossing national borders, including climate change, HIV/AIDS, malaria, and aid for trade.
- Supporting those advancing development and opportunity in the Arab world.
- Fostering a knowledge-and-learning agenda across the World Bank Group to support its role as a brain trust of applied experience.

Within the international community, the Bank has helped build consensus around the idea that developing countries must take the lead in creating their own strategies for poverty reduction. It also plays a key role in helping countries achieve the Millennium Development Goals, which the United Nations and broader international community seek to achieve by 2015.

The vice presidential unit is the main organizational unit of the World Bank. The vice presidencies correspond to a world region, such as Latin America and the Caribbean, a thematic network, or a central function. The network vice presidencies cut across the regional vice presidencies in the form of a matrix. This arrangement helps to ensure an appropriate mix of experience and expertise in development work.

The World Bank has six regional vice presidencies: Africa (Sub-Saharan), East Asia and Pacific, Europe and Central Asia, Latin America and

* The World Bank Group includes, in addition to the IBRD and IDA, the International Finance Corporation (IFC) and two other institutions.
the Caribbean, the Middle East and North Africa, and South Asia. Latin America and the Caribbean is responsible for 20 percent of Bank lending (IBRD/IDA), and for more than one-third of all IBRD lending (32 percent average over the past decade).

In recent years, decentralization has been a top priority, with the goal being to bring a higher proportion of Bank staff into closer proximity with their clients. For example, two-thirds of country directors have been relocated from Bank headquarters in Washington, DC, to the field.

As part of their work, country offices coordinate and partner with member governments, other key stakeholders, and international donor agencies operating in the country. Additionally, many country offices are supported by public information centers (PICs), which serve as a central contact for individuals seeking information on Bank operations.

Many development projects approved by the Bank involve active participation by nongovernmental organizations in their implementation, and most of the Bank’s country strategies benefit from consultations with civil society organizations—a wide array of nongovernmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members, or other organizations that are based on ethical, cultural, political, scientific, religious, environmental, or philanthropic considerations.

Even though IBRD’s bottom line is development impact, it has earned a positive net income each year since 1948. This income funds development activities and ensures financial strength, enabling low-cost borrowing in capital markets and good terms for borrowing countries. In addition, IBRD sets aside net income transfers to assist and facilitate the role of IDA through interest-free loans and grants to the poorest countries.

The entire World Bank project portfolio, from 1944 to the present, is available online. Users can search in the projects database or in project documents, contract awards, or documents on analytical and advisory work. The search can be defined by any combination of the following: keyword, region, country or area, theme, sector, year approved, and several other criteria.

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**Web links to information about the World Bank**

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Development challenges in a region of remarkable diversity

Latin America and the Caribbean is a region of great diversity. Its people speak Spanish, Portuguese, English, French, and some 400 indigenous languages. Its topography and ecosystems range from tropical islands to high sierras and altiplanos, rainforests, deserts, and sprawling plains. It is the most urbanized region in the developing world, with three-quarters of its people living in and around cities. Natural resources and agriculture are important to many of its economies, which include some of the world’s largest ones, such as Brazil and Mexico, as well as some of its smallest, for instance in the Caribbean or Central America.

The region is richly endowed with natural resources and holds the world’s greatest concentration of biodiversity. Sustainable use of these resources poses many challenges, including in the area of water, land, and forest management.

The differences between countries relate not only to size, geographic location, cultural roots, political context, and social composition, but also to economic characteristics including income per capita, access to capital markets, strength of institutions, cultural roots, political context, and availability of technical capacity. A few countries have achieved relatively high per capita incomes and now look toward convergence with OECD countries. On the other end of the spectrum is a small group of very poor countries (Haiti, Guyana, Nicaragua, Honduras) that are still struggling to build institutions and provide basic services to their populations. The world’s largest group of middle-income countries is ranged between these two extremes.

Economic overview

Latin America is moving from a period of expansion to one of adjustment. Because of the global financial crisis, economic growth will stagnate, unemployment rates will rise, poverty will increase, and there will be fewer public resources to meet increased social needs.

The region is a victim, not the perpetrator of the global crisis. The effects are being transmitted through the real sector, and commendably the financial sectors in most countries in the region have remained relatively strong due to better financial regulation and supervision during the last decade.

The crisis has brought to a sudden halt more than five years of sustained economic growth in the region—averaging 5.3 percent per year—fueled in part by the adoption of responsible macro and fiscal policies, and in part by the boom in commodity prices. Latin America had started to reduce poverty and for the first time

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**About the region**

<table>
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<tr>
<th>Population, millions</th>
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<tr>
<td>Population growth, percentage</td>
<td>1.3</td>
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<tr>
<td>Gross national income per capita, US$</td>
<td>4,785</td>
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<tr>
<td>Life expectancy at birth, years</td>
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in 30 years it had slowly begun to reverse the rates of inequality. Nonetheless, the economic crisis has stunted economic growth.

Throughout the region, households as well as businesses and governments have been feeling the effects of the pronounced credit crunch. Remittance flows contracted significantly, with particularly strong negative effects in Mexico, Central America and the Caribbean (six percent decline in real terms in 2008, with a possible 10 percent for 2009). The Central American nations and Mexico are more likely to suffer the most as their economic and trade relations are closely tied to the U.S. economy, the epicenter of the financial crisis. Mexico, also impacted by the Influenza A/H1N1 for example, will experience negative growth in 2009.

Regional exports also have fallen as a consequence of contracting international demand for commodities, which have dropped to 2007 price levels, decreasing revenues for export-reliant countries. Argentina has nationalized its pension system to help maintain fiscal balance. Oil exporting nations such as Venezuela and Ecuador will need to adjust spending to compensate for a shortfall in revenues due to the drop in international oil prices.

As the crisis unfolded, some countries were more resilient than others to the toxic effects of the financial meltdown, such as those that saved during the good times (Chile, Peru), and those with diversified markets and strong ties to the Asian economies

(Brazil, Chile, Colombia and Peru). Some countries such as Peru will maintain growth but at lower levels.

Towards a rapid regional recovery

To help Latin American governments fight the effects of increasingly deteriorating economic conditions, the World Bank has been rapidly responding to the region’s demands. The Bank increased its lending commitment to the region in 2009 to approximately $14 billion for the fiscal year ending June 2009, more than doubling regular lending volumes.

To reinforce social protection networks for the most vulnerable with extra funding and technical expertise, the Bank also will provide more than $2 billion in 2009 to expand Conditional Cash Transfer programs such as Brazil’s ‘Bolsa Familia’, Mexico’s ‘Oportunidades’ and similar programs in Colombia and Central America to meet increased needs. The Bank also is considering further expansion of social protection initiatives.

Furthermore, countries in the region are being encouraged to take advantage of the present crisis to review their policies on “universal subsidies.” The region annually spends between five to 10 percent of GDP on subsidies to various sectors (for example energy and education). Approximately one-third of this is captured by the top income earning 20 percent of the population. This would be enough to triple (or more) direct transfer programs for the poor.

Several countries in the region are relying on innovative World Bank financial tools, such as Deferred Disbursement Options (DDO) loans, which consist of contingent lines of credit, to shield themselves from this crisis. These instruments have strengthened fiscal management, competitiveness, the business climate and environmental management in countries like Peru, Colombia, Costa Rica and Uruguay, where outlays totaled $1.645 billion.

Governments in the region can make a difference by advancing the employment policies and programs that create jobs both for the public and private sectors. In this regard, the IFC is implementing specific programs to support the private sector in the region with special emphasis on micro, small and medium enterprises—the type of companies that generate the most jobs—as well as providing trade finance to restart markets that have been affected by the crises. For example, the IFC’s Microfinance Liquidity Facility approved in January 2009 already is supporting this important sector in Bolivia, Ecuador, El Salvador, Nicaragua and Peru.

These efforts are being complemented by the fiscal stimulus packages adopted by several countries in the region, which are supported by the Bank through policy development loans or direct investment in infrastructure. The multi-million dollar fiscal stimulus initiatives for Argentina, Brazil, Peru, Mexico and Chile could link short-term goals
such as job creation and higher consumption with long-term goals like increased global market presence through a sustained investment in infrastructure, trade facilitation, educational and logistical quality.

This crisis period also should be seen as an opportunity to lay the groundwork for a sustainable recovery and growth through increased competitiveness. Structural challenges, resulting from the region’s critical need for increased investments in education and infrastructure, can start to be addressed through countercyclical measures being put in place in several countries. Beyond the financial assistance to mitigate the economic turmoil, World Bank experts will be actively contributing to the Latin American public debate about how best to stimulate a rapid regional recovery.

In April, the Inter-American Development Bank (IADB) and the Inter-American Investment Corporation (IIC), the World Bank Group (IBRD, IFC, and MIGA), Corporación Andina de Fomento (CAF), the Caribbean Development Bank (CDB) and the Central American Bank for Economic Integration (CABEI) announced that they will increase their support to the region by providing as much as $90 billion during the next two years in a joint effort to spur economic growth by coordinating their crisis response initiatives.

**Governance and social overview**

Latin America witnessed smooth electoral processes in Panama, El Salvador, and Ecuador during early 2009, and additional contests are taking place in Chile, Uruguay and Bolivia. Legislative elections will take place in Argentina and Mexico. It is precisely during this crisis, and in defining governance junctures, that leadership will be needed to maintain sound economic management, protect recent social gains, cushion the external shock and facilitate the resumption of growth once the storm has passed. This is a time to act and responsible leadership is crucial. Latin America will participate in the global solution to the financial crisis if the way forward is aimed at creating a global environment with opportunities for all.

The region has made notable strides in strengthening the legitimacy of public institutions. After decades of military rule and instability, virtually all Latin American and Caribbean countries are now led by governments with broad popular legitimacy. Over the past five years, nearly all countries in the region held national and subnational elections that generally were characterized by high levels of participation. The elections themselves were deemed largely free and fair and paved the way for peaceful transfers of government.

Decision-making has become more transparent and legislatures and the media are providing more effective oversight of government policies and actions. This is happening in parallel to the continuous strengthening of the judiciary.

The region continues to grapple with the challenge of ensuring that the benefits of growth reach everyone. Inequality in this mainly middle-income region is among the highest in the world, with the richest 10 percent of the population receiving 41 percent of total income and the poorest just 1 percent. Recent declines in inequality are small and largely reflect significant reductions in Brazil and a smaller, but still important, reduction in Mexico. They are nonetheless significant because they follow a long period of virtually stagnating poverty and inequality and are occurring at a time when inequality is rising in other world regions.

Latin America managed to lift almost 60 million people out of poverty during the strong growth period from 2002–2008 as a result of the steady economic growth of the past few years, coupled with more pro-poor public expenditures, including targeted cash transfer programs. The most pronounced declines have occurred in Mexico, Argentina, Colombia, Chile and Brazil.

The countries of the region vary considerably in levels of social development. While there is continuous progress in education and health service coverage, the quality of education remains relatively low, and there are persistent differences in access to basic services across income and ethnic groups.

**Trend lines**

A rare combination of three powerful forces is pulling the region’s countries in sometimes opposite directions.

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Those forces are an irreversible process of political inclusion, an irrepresible demand for wealth redistribution, and the inescapable disciplines of global integration which have been partly questioned because of the crisis. How Latin American and Caribbean leaders handle those three forces (with participatory governments or with authoritarianism, with solidarity or with elitism, with integration or isolationism) will define whether Latin America and the Caribbean becomes a region full of economic tigers or a distant competitor.

Although highly exclusive as recently as 25 years ago, the region’s political systems are now wide open. Women, indigenous and mestizo leaders have taken office in cities, congresses, cabinets and presidencies. But the new political inclusion goes well beyond the gender and skin color of the leadership. The very mechanisms for public decision-making have changed in a fundamental way. Latin Americans and Caribbeans have created institutions that allow people to be part of that decision-making—literally. A new language of popular participation has developed—participatory budgeting, tables of dialogue, citizen oversight, national accords, strategy consultations, electronic windows to the public accounts.

One of the most relevant symptoms of political inclusion is the accelerating drive toward “decentralization,” that is, devolution of power to local governments. Local officials increasingly have the means to match their popular mandate. They decide over a fast growing proportion of the spending of the public sector—as much as half in Colombia, the regional decentralization pioneer.

With the advent of more frequent and more disaggregated household surveys, it is possible to calculate how much of each subsidy is captured by whom.

Gradually, these fiscal aberrations are being untangled and becoming part of the political agenda. The result will be a shift in budget resources towards those that really need them.

And integration with the world economy?

The countries of Latin America and the Caribbean generally have not managed to gather in the fruits of globalization, which is widely seen in the region as a process that has benefited elites. Poverty, inequality, and social polarization remain high, and social mobility low. The current crisis reinforces this perception.

The region’s trade during the last two decades has been equivalent to around 40 percent of its GDP, compared with almost 70 percent of GDP in the European Union. Nevertheless, “globalization” has become a divisive issue in Latin America. For the people of the region “globalization” is not really about trade. It is about the collection of uncomfortable disciplines that integration—commercially, financially, technologically—with the world entails.

Globalization has forced Latin American and Caribbean countries to maintain a business climate that attracts private investors. The benchmark here is the World Economic Forum’s Global Competitiveness Index, where the region tends to perform poorly. In Transparency International’s Corruption Perception Index, only Chile and Uruguay make it into the 25 least corrupt countries worldwide.

Yet change is in the air. The old days of business by bribery are ending. Today, contracts are posted, scrutinized, and debated online. The SEPA program in Argentina is a case in point. SEPA is an open, Web-based information system for planning and monitoring Bank-financed projects. Through SEPA, the public has easy access to detailed information on Bank-financed contracts. The system is designed to eliminate corruption and collusion in procurement.

According to Latinobarómetro’s poll, conducted in 18 countries across the region, a majority of Latin Americans remain confident in the democratic system and market economy but signal that they would like to see a fairer distribution of income and a state that can guarantee the basic rights of the population. The message is clear: the people of the region would like a combination of a market economy and public policies that provide increased social equity.
Three

The World Bank: A global institution in touch with regional needs and efforts

The Bank is tailoring assistance to meet the needs of citizens in Latin America and the Caribbean in ways that reflect the major improvements in their financial position and institutional capacity over the past decade.

The World Bank provided $14 billion in financing for Latin America and the Caribbean in fiscal 2009. Most of this financing took the form of IBRD loans. The largest borrowers were Brazil, Colombia, Argentina and Mexico.

The World Bank’s strategy for the region

World Bank support for the region—accessible through a competitive menu of diversified and innovative products and services at the global, regional, and national levels—rests on four pillars.

- Sustaining growth and creating good jobs
- Generating opportunities for all
- Strengthening institutions and improving governance
- Supporting regional engagement in the solution of global issues

For middle-income countries, the Bank offers an integrated package of services, including analysis and advice, country dialogue aimed at facilitating innovative solutions, financing, and assistance with the implementation of financed projects. For low-income countries, the Bank provides concessional financing, donor coordination, and specialized support for fragile states.

An immediate priority is to support countries in addressing the global economic crisis by putting in place economic and social policies to preserve and protect the social gains achieved during the past 10 years. The World Bank, through IBRD, has significantly increased its countercyclical financing role by almost tripling its investment projects to Latin America to $14 billion for the fiscal year ending June 2009. These additional resources are critical to sustain jobs and social gains, boost ongoing public sector programs and inject liquidity into countries where needed.

Pillar 1

Sustaining growth and creating jobs

The favorable economic environment of recent years has not translated into rapid growth for the countries of the region. The Bank seeks to address the underlying causes of slow growth and lagging productivity in four ways:

- Increasing infrastructure investment through partnerships with the private sector, particularly logistics, transport, and energy,
- Expanding skills training and employment opportunities for youth
- Improving the climate for business and investment by eliminating red tape and reducing crime and violence

“The World Bank contributes to leveling the playing field in areas such as climate change and trade between rich countries and Latin America and the Caribbean. It also does this through development programs in each country which seek to provide opportunities for all.”

—Pamela Cox, vice president
Latin America and Caribbean Region, World Bank
Strengthening the financial sector and domestic financial markets to reduce economic volatility

The region’s competitiveness hinges on better infrastructure. The sharp decline in investment in infrastructure over the last decade is holding back the region’s economic growth, hobbling efforts to create jobs and increase opportunities, and limiting the region’s ability to compete with China and other dynamic Asian economies. Bank support for infrastructure includes new financing to improve road infrastructure in Argentina, state highway management in Brazil, and water supply and sanitation in rural and small towns in Ecuador. Two Bank-financed projects in Peru have rehabilitated 13,000 kilometers of rural roads, reducing travel time by an average of 68 percent; the road rehabilitation has also increased school enrollment by 8 percent and visits to health centers by 55 percent. Infrastructure investments in rural areas (irrigation, storage facilities, electricity, transport links to markets) are particularly critical because poverty in the region is still disproportionately rural.

Pillar 2
Creating opportunity for all

When citizens have a wider choice of economic opportunities, they have a better chance of lifting themselves out of poverty. For that reason, the World Bank is working with countries across the region to increase access to education, health, and public infrastructure for all.

In Paraguay an innovative subsidy scheme is bringing small private water companies to hitherto underserved small towns and rural areas. In the Andes, a media outreach campaign is engaging parents in more accurately monitoring and addressing nutrition problems, with very tangible outcomes in child growth. Health insurance to increase poor households’ access to services is being implemented in Argentina, Nicaragua, and Panama.

Mission statement of the Latin America and Caribbean vice presidency of the World Bank

The mission of Latin America and the Caribbean Vice Presidency is to help Latin American and Caribbean countries achieve sustained growth and provide their citizens with equal opportunity for all access to jobs, services, and assets; reduce poverty and inequality; and strengthen natural resource management.

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The Bank seeks to improve economic infrastructure and services in areas with high concentrations of poor households. The focus is on increasing productivity of small farmers through infrastructure investments (irrigation roads, storage facilities, and electricity), and support for innovation and improved linkages with markets—including fostering partnerships with large exporters and other firms. In Peru and Nicaragua, Bank-funded agricultural research is promoting improved agricultural technologies; land administration projects in northeast Brazil, Honduras, and Guatemala are helping smallholders to gain secure title to their land; and in southern Mexico, an innovative operation is providing young farmers with land.

The Bank is helping to provide micro, small, and medium businesses with increased access to credit and financial and export facilitation services. Competitiveness and rural finance projects in Central America and the Andes are advancing this agenda.

More examples of the Bank’s resolve to expand opportunity follow.

- With a $300 million loan, the Bank is helping Argentina to expand Plan Nacer, which reduces infant mortality by increasing access to basic health services for uninsured mothers and children.
- A $200 million loan to Colombia will fund health insurance for 13.7 million poor people and provide access to nutrition programs for 400,000 children.
- A $150 million development policy loan in Peru will help define standards and set goals in primary education, health, and nutrition so that families can better measure their children’s progress.
- Major new lending in fiscal 2008 included $136 million for the Brazil Family Health Extension program to train family health workers to provide basic services to urban residents and an $18.5 million IDA loan to Bolivia to expand the quality and coverage of health services to women and children.

Since the late 1990s, the World Bank has been a partner in the successful conditional cash transfer programs pioneered in Mexico and Brazil. It is now helping other countries in the region and beyond to adapt this experience to their own needs. The programs provide cash to poor families that agree to make verifiable investments in human capital—for example, regular school attendance or use of basic health care services. Over the years, for example, the Bank has provided $572 million for the Bolsa Familia program, the flagship of social policy in Brazil and the largest conditional cash transfer program in the world. Bolsa and similar programs are showing results.

- In Colombia, beneficiaries of the Familias en Acción (Families in Action) program increased average consumption by 15 percentage points in targeted households, and children under two years of age grew taller.
- In Ecuador, between 2003 and 2005, secondary enrollment grew 10 percentage points and child labor fell 17 points among beneficiary families of the Bono de Desarrollo Humano (Human Development Transfer) program.

Promoting greater participation and inclusion of women, indigenous peoples, and other excluded groups is a priority for the Bank in the region. In Mexico, the Generosidad project has helped to build greater gender equity—for example, by improving women’s access to income-generation programs. In Ecuador, Colombia, and Guyana, Bank support has helped indigenous peoples and Afro-descendants gain title to land.

The main educational challenge in the region is to improve quality. With Bank support, progress is being made.

- In Grenada, a basic education project helped reduce repetition rates in secondary schools from 11.6 percent to 1.3 percent between 1994–95 and 2000–01, while halving the rates in primary schools.
- In disadvantaged communities in 14 of Mexico’s poorest states, a primary education project helped increase completion rates in early and elementary education (up to age 11) from 66 percent in 1994–95 to 80 percent in 2000–01.
Pillar 3

Strengthening institutions and improving governance

Effective, transparent institutions are required to support growth and social inclusion. The Bank is promoting good governance at subnational levels as part of its campaign for greater transparency and efficiency in national fiscal expenditures and public financial management.

Efforts to strengthen public institutions are increasingly focused on sectoral governance. Two goals are to achieve greater transparency in infrastructure regulations and policies and to prevent fraud and corruption in contract awards and implementation. Innovative research on corporate governance in state enterprises in infrastructure is underway to identify opportunities for improvement in corporate management. A benchmarking exercise will assess the quality of regulatory agencies in the electricity sector.

To reduce corruption and inefficiency in the provision of social services, analytical work is focused both on “grand” corruption, in pharmaceutical and medical supplies procurement, for example, and on “petty” corruption, such as high absenteeism among education and health workers. Social sector projects rely on citizen oversight to promote fair and open competition for contracts.

- In Guatemala, the Bank is supporting the government’s efforts to make public procurement and financial management more transparent and efficient with a $100 million development policy loan.
- In Mexico, the Federal Institute for Access to Information is using a grant to implement the country’s freedom-of-information act, one of the first laws of its kind in the region.
- In Honduras, the Bank is improving accountability for health-care delivery through decentralized clinics operating under performance-based contracts.
- In Peru, the Bank is helping to modernize the justice system, making it more accessible to indigenous people and the poor.

Pillar 4

Supporting regional engagement in the solution of global issues

Countries in Latin America and the Caribbean are increasingly active in efforts to improve international trade, address global health threats, promote renewable energy, and mitigate climate change. World Bank assistance in this area has taken a variety of forms.

- The region has a substantial comparative advantage in agricultural trade. The Bank is working with Brazil and other partners to provide analytical inputs that help to strengthen their position in international trade debates.
- To fight HIV/AIDS, the Bank is promoting awareness of the disease and helping countries with prevention, monitoring, diagnosis, and treatment policies and programs. The Bank has 13 active projects supporting countries’ efforts to address the spread of HIV/AIDS, including regional initiatives in Central America and the Caribbean, where rates of infection are second only to Africa.
- Responding quickly to the escalation of world food prices, the World Bank in May 2008 formed a

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$1.2 billion rapid financing facility to address immediate needs. The fund includes $200 million in grants for the most vulnerable nations, such as Haiti and Honduras. The new facility also includes a Multi-Donor Trust Fund to support the rapid delivery of seeds and fertilizer to small farmers in advance of the planting season.

In February 2008, more than 100 legislators from the G8 countries and five emerging economies (Brazil, China, India, Mexico, and South Africa) gathered in Brasilia to participate in a major international forum on climate change, the GLOBE G8+5 Legislators Forum. Participating lawmakers discussed and agreed on a “Post 2012 Climate Change Framework,” and a bio-fuels statement, both formally presented to G8 leaders ahead of the G8 summit in Japan on July 7–9, 2008. The summit was co-hosted by GLOBE and the CM+ Alliance, of which the World Bank is a founding member.

A key objective in the energy sector is to help the region to manage the effects of climate change. This includes developing alternative energy resources in a socially and environmentally sustainable manner. Priorities are exploring the potential of hydropower and of sugar-based ethanol to help meet the region’s demand for energy. At the request of partner countries, the Bank is promoting a dialogue on cross-border energy trade and expanding natural gas and electricity interconnections to support energy diversification and exploit synergies in the region.

The Bank recognizes that the region is an important source of innovation and learning in terms of South-South and even South-North knowledge. For example, Chile’s pension reform has influenced pension reform efforts in both developing countries and in the OECD, and conditional cash transfer programs, which originated in Mexico, are being replicated worldwide—from Asia to New York City. Similarly, Brazil is the world leader in ethanol production from sugar cane, and Costa Rica’s pioneering program of payments for conservation and environmental services could be a model for other countries to emulate. The Caribbean’s Catastrophe Risk Insurance Facility demonstrates the benefits of capital pooling mechanisms and is being replicated in tsunami-prone areas of the Pacific Rim. In this context, the Bank is not only bringing its technical expertise and global knowledge to bear on the region’s development problems, but its work in the region is also adding to its development knowledge which, in turn, benefits other clients.

Advancing the World Bank’s agenda for middle-income countries

The Latin America and Caribbean Region is spearheading the Bank’s middle-income country agenda, delivering a range of knowledge services and developing new financial and lending products that better meet our clients’ expectations, while increasing flexibility and reducing response times. Countries engage with the Bank primarily to tap its pool of expertise in their efforts to define solutions to complex challenges, such as developing domestic debt markets and managing portfolio risks. In fact, the Latin America and Caribbean Region provides advisory and analytical activities tailored to evolving country demands. Knowledge services cover a range of activities including strategic studies, policy advice, long-term technical advisory assistance, impact evaluation and implementation support.

In 2007, the World Bank announced that it would reduce loan costs and simplify management procedures for loans to middle-income countries and creditworthy low-income countries. And in March 2008, Colombia became the first country to benefit from a new Bank policy that significantly extends loan maturities. The Bank’s Executive Board approved a $300 million loan that will support the country’s efforts to finance higher education for low-income students. The longer maturities help Colombia match the terms of the student loans with its borrowings from the Bank.

Supporting the efforts of middle-income countries to address global issues at home has been an impor-
tant priority. In fiscal 2008, the Bank approved a $501 million loan to support Mexico’s efforts to mainstream climate change considerations in public policy. The loan is designed to decrease the adverse environmental impacts of climate change by reducing greenhouse gas emissions and concentrations on a voluntary basis.

Many countries in the region have welcomed the improved Deferred Drawdown Option, a product that allows countries to defer disbursements of approved loans. The product is designed for countries that have no immediate need for funds but that might suddenly need them if unforeseen events made it difficult for them to access the capital markets.

Other highlights of LCR’s work with middle-income countries:

- A new partnership strategy for Mexico, approved in April 2008, provides flexible, on-demand advisory and technical services while also exemplifying the role of the World Bank as a provider of long-term finance at very competitive interest rates. Most lending will be consolidated into an annual loan that supports the government’s own national development strategy. Under the new partnership strategy for Brazil, approved in May 2008, the Bank will provide less financing and more knowledge services to the federal government. Most of the financing will go to state programs to improve infrastructure, reduce the income gap between the Northeast and the rest of the country, and cut Amazon deforestation by half.

- In fiscal 2007, the Bank lent Colombia $300 million to promote business productivity and investment, as well as $207 million to improve transport systems in medium and large cities.

- The Bank lent Argentina $200 million to help poor and unemployed workers acquire the skills they need to find jobs.

- Peru borrowed $200 million to improve its fiscal management systems.

- In Brazil, the Bank helped the state of Minas Gerais achieve a major fiscal turnaround, an experience that is being studied and adapted by other Brazilian states.

- In Uruguay, the Bank successfully executed a bond transaction in Uruguayan pesos, the first time the Bank has provided assistance using funds raised in the country’s own currency.

**Partnering to support Latin America and the Caribbean**

Activities supported through trust funds are essential to the assistance the Bank provides to clients in the region. The Latin America and Caribbean Region benefits from partnerships developed with a wide range of donors for a total of $1.03 billion. A number of trust funds that support regional initiatives involve several donors.

Among bilateral contributors, Japan, Spain and the United States were the principal donors to Latin America and the Caribbean in the fiscal year that ended in June 2009. In 2009, the new $40 million Spanish Fund for Latin America and the Caribbean (SFLAC) was established to provide resources to enhance the impact of the Bank Group’s development activities, both analytical and operational, in the region.

Diverse trust fund programs support development goals in the region, including the Global Environment Facility (GEF), Institutional Development Fund (IDF), Gender Trust Fund, Policy and Human Resources Development, the Public-Private Infrastructure Advisory Facility, the Japan Social Development Fund (JSDF), the Brazilian Rain Forest (BRF), Debt Reduction Facility, the Ozone Phase-Out Trust Fund, the Education for All Fast Track Initiative, and the Global Food Crisis Reform Program.

Regional trust fund programs are aligned with World Bank Group, regional, and country-specific strategies as they concentrate predominantly on global public goods, which look to champion common donor objectives across the region through a wide range of activities, including technical assistance, co-financing, debt service, project preparation, social funds, operations policy and carbon finance.
The Latin America and the Caribbean Vice Presidency is one of six regional vice presidencies in the World Bank. It is headed by the regional vice president and divided into country, sector, and regional units. Of approximately 725 staff members, some 500 were based at the World Bank’s headquarters in Washington, with the rest working in the Bank’s member countries in the region.

Structure

Thirty countries in the region are eligible for World Bank borrowing. They are grouped in six country management units, as follows:

- Colombia, Mexico
- Central America: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama
- Caribbean: Bahamas, Barbados, Belize, Dominican Republic, Guyana, Haiti, Jamaica, Suriname, Trinidad and Tobago, and the members of the Organization of Eastern Caribbean States (Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines).
- Brazil
- Andes: Bolivia, Ecuador, Peru, Venezuela
- Southern Cone: Argentina, Chile, Paraguay, Uruguay

Six country directors head the country management units, four of whom are based in the field and two are based in Washington, DC. Altogether, the World Bank operates offices in 19 countries in the region—all except Chile, Costa Rica, and some Caribbean states. As part of their work, country offices coordinate and partner with member governments, representatives of civil society, and other international donor agencies operating in the country.

In addition to the country management units, the regional vice presidency has four sector units corresponding to the World Bank’s thematic networks. These networks were created to link staff members working in the same fields of development with their colleagues in other regions and with partners working outside the Bank. The four units are:

- Human development (education, health, and social protection)
- Poverty reduction and economic management (economic policy, finance and private sector, poverty, and public sector)
- Sustainable development (agriculture and rural development, the Brazil rain forest unit, energy, environment, social development, transport, and urban)
- Operations services (development effectiveness, financial management, information technology, and procurement).

Five other regional units are headed by the chief economist, the communications manager, the director for strategy and operations, the chief administrative officer, and the human resources manager.
Regional management team

Pamela Cox, vice president, Latin America and the Caribbean Region

Pamela Cox has been the World Bank’s vice president for the Latin American region since January 2005. A development economist, she has held management positions in various countries and regions since joining the Bank in 1980.

From 2000 to 2004, Ms. Cox was director of strategy and operations in the Office of the Vice President for the Africa Region, where she oversaw the increase of Bank lending to the poorest African countries. Previously, she had served as country director for South Africa, Botswana, Lesotho, Namibia, and Swaziland. During 1994–96, she was chief of the Country Operations Division in East Asia, covering Vietnam, Laos, Cambodia, Myanmar, the Philippines, Malaysia, Thailand, and Korea. During the early years of her career in the Bank, Ms. Cox was an economist working on agricultural and environmental issues in East Asia, South Asia, and Latin America.

A U.S. national, Ms. Cox holds two masters degrees and a Ph.D. in development economics and policy from the Fletcher School at Tufts University in Boston, Massachusetts. She speaks English, Spanish, Portuguese, French, and Swedish.

Augusto de la Torre, regional chief economist

Before assuming the region’s chief economist, Augusto de la Torre was a senior advisor responsible for financial matters in Latin America and the Caribbean. Since joining the Bank in October 1997, he has published extensively on a broad range of macroeconomic and financial development topics.

Mr. de la Torre’s tenure as head of the Central Bank of Ecuador (1993–96) earned him Euromoney magazine’s nomination as “Best Latin Central Banker” in 1996. From 1986 to 1992 he was an economist with the International Monetary Fund, including a stint as the IMF’s resident representative in Venezuela.

A member of the Carnegie Network of Economic Reformers, Mr. de la Torre earned his Ph.D. in economics at the University of Notre Dame.

Stefan G. Koeberle, director, strategy and operations

Stefan G. Koeberle has been in his current position since January 2009. Since moving from the German Development Institute to the World Bank in 1993, he has worked in a variety of countries and regions.

Before assuming his current position, Mr. Koeberle was director of the Operations Services Depart-
Marcelo Giugale, sector director, poverty reduction and economic management

Marcelo Giugale’s 20 years of experience as an international development leader span the Middle East, Eastern Europe, Central Asia, and Latin America. He has published widely on economic policy, finance, development economics, business, agriculture, and applied econometrics. He was the chief editor of collections of policy notes published for the presidential transitions in Mexico (2000), Colombia (2002), Ecuador (2003), Bolivia (2006), and Peru (2006). Decorated by the governments of Bolivia and Peru, he has taught at the American University in Cairo, the London School of Economics, and the Universidad Católica Argentina.

Laura Frigenti, country director, Central America

In her present position since January 2008, Laura Frigenti joined the Bank in 1994 in the Population and Human Development Division of the Africa Region. Since then she has held several positions in the Bank including lead specialist for social protection in the Africa Region and country program coordinator for Turkey. For five years before assuming her current position, she was sector manager for human development in Eastern and Central Africa.

Before joining the World Bank, Ms. Frigenti worked in development cooperation for the Italian Ministry of Foreign Affairs and for the United Nations Economic Commission for Latin America and the Caribbean. She holds a laurea magna cum laude in history and modern philosophy from the University of Rome.

Laura Tuck, sector director, sustainable development

Laura Tuck has been the director of the region’s Sustainable Development Department since it was expanded in January, 2007. Earlier she directed a narrower program of the same name. Before she moved to the Latin America Region, Ms. Tuck was the director for sustainable development in the Europe and Central Asia Region, a position she held from 2002 to 2006. Before that assignment, she was a sector manager for agriculture and rural development in Europe and Central Asia for five years.

Earlier in her career, Ms. Tuck was a lead economist in the office of the chief economist for the Europe and Central Asia Region, and for agricultural operations in the Middle East and North Africa. Before coming to the Bank in 1987, she worked as an agricultural economist in Africa and served on the faculty of Princeton University.
Yvonne Tsikata, country director, Caribbean

Yvonne Tsikata became the World Bank’s country director for the Caribbean in November 2007. She joined the World Bank in August 1991 as a Young Professional. Since then she has held various positions, the most recent being sector manager for the Poverty Reduction and Economic Management Unit in the Africa Region. Her prior regional experience includes South and East Asia, and Europe and Central Asia. She also held positions in the World Bank’s International Trade Department and Independent Evaluation Group.

Between 1998 and 2001, while on leave from the World Bank, she served as a senior research fellow at the Economic and Social Research Foundation in Dar-es-Salaam, Tanzania, and as a consultant to the Organisation for Economic Co-operation and Development in Paris and to the United Nations University’s World Institute for Development Economics Research (wider) in Helsinki. Before joining the World Bank, Ms. Tsikata taught monetary theory and macroeconomic policy at New York University, where she earned her graduate degree.

Evangelina Javier, sector director, human development

Evangelina Javier joined the World Bank as a Young Professional in 1980. She has held various positions in the Bank since then, working in country offices in Bolivia in the late 1980s and in Peru in the early 2000s. She also led teams working on human development issues and projects in a number of countries in Africa in the mid-1990s. In July 2002, she became the health sector manager in the Latin America and Caribbean Region, the position she held until she was appointed director of the Human Development Department in February 2005.

An economist by training, Ms. Javier has extensive international experience in policy dialogue and program development, especially in the field of human development. For the Philippines government, she led work on Philippine economic planning and research.

Makhtar Diop, country director, Brazil

Makhtar Diop has been in his current position since January 2009. Previously, he was director for strategy and operations in the Latin American region, sector director for finance, private sector, and infrastructure in the same region, and country director for Kenya, Eritrea, and Somalia. Before joining the World Bank, Mr. Diop worked at the International Monetary Fund, served as Senegal’s minister of economy and finance, and held various positions in banking and finance.

Elizabeth Adu, director, operations services

Elizabeth Adu is Director of the Operations Services Department in the Latin America and Caribbean Region of the World Bank. This department is responsible for financial management, procurement, quality enhancement and overall development effectiveness of Bank operations in the region.

Ms. Adu holds a LL.B. from the University of Ghana and an LL.M. in International Law from Temple University. Previously, Ms. Adu was senior advisor to one of the Bank’s three managing directors, with responsibility for the reforms to the World Bank’s internal conflict resolution system. From February 2004 to July 2007, she was deputy general counsel, Operations, in the Legal Department of the World Bank. Prior to that, she was chief counsel for Africa Practice Group for three years.

In addition to working on various complex operations, Ms. Adu has managed legal and judicial reform projects in Tanzania, Kenya and the Gambia.
Pedro Alba, country director, Argentina, Chile, Paraguay, and Uruguay

Before becoming country director for the Southern Cone countries in July 2007, Pedro Alba directed the World Bank’s program for Burundi, Republic of Congo, the Democratic Republic of Congo, and Rwanda. In two decades with the World Bank, he has worked in economic growth and poverty reduction, macroeconomics and international trade, employment, and public sector reform. His regional experience includes the Middle East, Eastern Europe, and Asia.

Mr. Alba is the author of several World Bank studies and of scholarly articles on the 1997 Asian crisis, the liberalization of capital accounts, budget policies, and financial sector development. After earning his doctorate in applied economics from Cornell University, he taught economic policy at the Universidad Politécnica de Madrid.

Gloria Grandolini, country director, Colombia and Mexico

Since joining the World Bank in 1990 as a Young Professional she has held various positions, most recently as director of the Banking and Debt Management Department in the World Bank Treasury where she oversaw the delivery of the Bank’s financial products and services to clients and staff in 23 countries. Before that she was senior advisor to the executive director representing Italy, Portugal, Albania, Greece, Malta, and San Marino in the Board of the World Bank Group. Earlier in her career she worked as country economist for El Salvador and as senior financial economist in the Latin America and the Caribbean region.

Ms. Grandolini has a Ph.D. in international economics and a master in law and diplomacy from the Fletcher School of Law and Diplomacy at Tufts University. She also holds a masters degree in foreign service from the Edmund A. Walsh School of Foreign Service at Georgetown University.

Sergio Jellinek, manager, external affairs

Sergio Jellinek oversees communications for LCR. He is a founder of the com+ Alliance, a partnership of international organizations and communications professionals. The members of com+ are committed to using communications to advance sustainable development on three fronts—economic, social, and environmental. He has extensive experience in developing countries, both as a working journalist and as an adviser to international organizations.
The World Bank is a knowledge bank. The staff of the Latin America and Caribbean vice presidency comprises experts on the topics that confront the Bank’s member countries. In addition to the vice presidency’s leadership, profiled in the foregoing section, the experts listed below are available for speaking engagements and informal consultations. To reach them, please begin by contacting a member of our external affairs and communications staff, listed in section 6.

**Agriculture and rural development**

**Ethel Sennhauser, sector manager, agriculture and rural development**

Before assuming her present post in May 2007, Ethel Sennhauser was sector leader for Mexico and Colombia and senior rural development specialist in the Sustainable Development Department in the Latin America and Caribbean Region. Earlier she was a natural resources management specialist in the South Asia Region. Before joining the Bank in 1995, Ms. Sennhauser worked for IBM and taught at the University of Buenos Aires, where she earned her Ph.D. in regional and environmental ecology.

**Climate change**

**Jocelyne Albert, regional coordinator, climate change**

Jocelyne Albert coordinates the climate change activities across the sectors of the Sustainable Development Department in the Latin America and Caribbean Region. Since 2004, she is also the regional coordinator for the Global Environment Facility (GEF) which finances projects aimed at tackling climate change and conserving biodiversity. Previously, Ms. Albert was part of the Bank’s core team working on the 2002 World Summit on Sustainable Development. From 1998 to 2001, she was seconded to work with the World Wildlife Fund in Geneva on issues of global public goods. Earlier, Ms. Albert worked as the GEF Coordinator in the World Bank’s Eastern Europe and Central Asia Region. Her first Bank assignments were in the West and Central Africa projects departments working on agriculture and forestry. Prior to joining the Bank, Ms. Albert served as an agricultural economist with USAID, based in Côte d’Ivoire and Washington, DC.

**From a global partner for a region on the rise: A roster of experts**
**Crime and violence**

**Bernice van Bronkhorst, urban specialist**

Bernice van Bronkhorst has focused on crime and violence prevention in Latin America and the Caribbean since 1998, with an emphasis on municipal and community-based approaches. Her recent work includes reports on crime, violence, and economic development in Brazil and the Caribbean, as well as pilot efforts to integrate prevention modules into slum-upgrade projects and community-driven development in Brazil, Honduras, Jamaica, Colombia, and Haiti. She designed and is managing a regional program to build the capacity of municipalities to prevent crime and violence and a small grants program on community-based prevention in Honduras and Nicaragua. Upcoming initiatives include the piloting of a public safety methodology that will integrate crime and violence prevention, hazard risk management, and road safety in Quito, Ecuador; and a resource guide on the prevention of violence in schools. She did her undergraduate and graduate work at the London School of Economics.

**Development effectiveness**

**Denis Robitaille, manager, development effectiveness**

Denis Robitaille is the manager of the Development Effectiveness Unit, which offers advisory and oversight services on the design and implementation of all World Bank operations in the Latin America and the Caribbean Region. The unit provides advisory services related to projects’ potential environmental and social impacts, as well as knowledge management and learning services to regional staff. The unit also oversees trust fund activities in the region. Mr. Robitaille, a civil engineer, joined the World Bank in 1995 as a transport specialist in the East Asia and Pacific Region. In 2001 he became a regional procurement manager, and in 2004 became portfolio manager in the World Bank office in Bangkok where he supervised the effectiveness of all Bank activities in East Asia and the Pacific.

**Disaster management**

**Francis Ghesquière, senior urban specialist**

Francis Ghesquière is the regional coordinator for disaster risk management for the Latin America and Caribbean Region at the World Bank. His team supports client countries in identifying and reduc-
ing their exposure to adverse natural events. Mr. Ghesquiére was the main architect of the Caribbean Catastrophe Risk Insurance Facility, which insures governments against hurricane and earthquake losses. He is currently leading the establishment of the Central America Probabilistic Risk Assessment and the development of risk models in the Caribbean.

Mr. Ghesquiére has also been involved in numerous emergency reconstruction operations, some in postconflict countries. Before joining the Bank in 2000, he worked for eight years as a management consultant for Fortune 500 companies and governments in Europe, Asia, and the Americas. He holds a master’s in finance conferred jointly by New York University, ESADE Barcelona, and HEC Paris, as well as other master’s degrees from the Kennedy School of Government at Harvard University and the University of Louvain.

**Economic policy**

**Rodrigo A. Chaves, sector manager, economic policy**

At the World Bank, Mr. Chaves has been responsible for investment and adjustment loans, economic and sector work, and high-level policy dialogue with client countries. He has led joint International Monetary Fund–World Bank teams and worked in 22 countries in Asia, emerging Europe, and Latin America.

Before joining the World Bank in 1994, Mr. Chaves consulted for the World Bank, Inter-American Development Bank, United States Agency for International Development, Inter-American Foundation, and Development Alternatives, Inc. His previous positions include director of financial intermediation at a financial institution in Costa Rica.

He holds a Ph.D. in applied economics, with a specialization in financial markets and institutions, from the Ohio State University. He has published on financial markets, credit constraints and investment, poverty and entrepreneurship, regulation of financial intermediaries, rural finance, property rights, and design of economic institutions.

**Education**

**Chingboon Lee, sector manager, education**

Chingboon Lee joined the Bank as a Young Professional in 1984. She has since held various positions in five regions of the Bank, including education economist in East Asia, UNDP deputy representative in China on external service, lead education specialist in South Asia and human development sector leader for the Caribbean Country Management Unit.

In her current position, Ms. Lee’s top priorities are to lead the development and implementation of an education strategy that addresses critical development priorities in the region and facilitate global knowledge generation and sharing to help improve education outcomes in Latin American and Caribbean countries.

**Energy**

**Philippe Charles Benoît, sector manager, energy**

Philippe Benoît has 20 years of experience in the power sector and in oil and gas, both in the private sector and at the World Bank. His worldwide experience includes independent power producers in North America, energy security issues in Latin America, regional pipelines in Europe and Central Asia, utility reform and popular access to electricity in Africa, and liquefied natural gas development in the Middle East. Before coming to the Latin America region, Mr. Benoit worked in the Africa Region’s energy group, in the Private Sector Department (where he specialized in public-private partnerships), and in the Legal Department. Outside the Bank, Mr. Benoit was oil and gas director for SG Investment Bank and an associate with the law firm of Debevoise & Plimpton.

Mr. Benoit earned his J.D. from Harvard Law School and a D.E.S.S. in law from the University of Paris,
Finance and private sector development

Lily L. Chu, sector manager, finance and private sector development

Lily Chu’s areas of specialization at the Bank are the financial sector, private sector development, and infrastructure. While a senior vice-president for an investment bank, Ms. Chu focused on bankruptcy and corporate restructuring for a wide range of manufacturing, infrastructure, and technology businesses, both debtors and creditors. Ms. Chu also has served as a consultant for Strategic Planning Associates and taught at the Harvard Business School and Georgetown Law School. She earned her MBA and Ph.D. in economics from Harvard University.

Financial management

Patricia McKenzie, lead specialist, financial management

Patricia McKenzie is currently lead financial management specialist in the Latin America and Caribbean Region of the World Bank. Ms. McKenzie is a qualified chartered certified accountant with a breadth of experience in accounting, auditing, financial control, banking supervision and regulation and risk management in both the private and public sectors. Previously, at the Financial Management Unit, she influenced the design and execution of major strategic and policy initiatives for the enhancement of financial management quality. She has also led economic and sector work on public financial management systems in Brazil, Ecuador, Peru and Uruguay.

Gender

Maria Beatriz Orlando, senior economist and gender coordinator

A development economist, María Beatriz Orlando focuses on gender, the labor market, and poverty in Latin America. In her present post, she ensures that gender concerns are taken into account in Bank products and projects in Latin America and the Caribbean. Before joining the World Bank, she worked as a research associate at the Center for Global Development in Washington, DC, and with the UN Millennium Project Task Force on Education and Gender Equality. While teaching at Universidad Católica Andres Bello in Caracas, she authored several studies of poverty, the informal sector, and the gender wage gap in Venezuela. She earned her doctorate in economics from Tulane University.
Health

Keith Hansen, sector manager, health, nutrition, and population

Keith Hansen is responsible for the Bank’s activities related to health, nutrition, and population in Latin America and the Caribbean, managing a $2 billion portfolio of 30 operations in 20 countries. His prior assignment was as head of the AIDS Campaign Team for Africa (ACTAfrica) a special unit that spearheaded the Bank’s renewed approach to the epidemic. There he was responsible for the policy direction of the Bank’s HIV/AIDS work in Africa and for overseeing the implementation of its $1 billion program on the continent. He came to that position after leading the Bank’s health dialogue in South Africa and Zimbabwe, managing health projects in Zimbabwe, and serving as special assistant to the vice president of the Bank’s Africa Region. He earned a master of public affairs degree from the Woodrow Wilson School at Princeton University and a law degree from Stanford University.

HIV/AIDS

Shiyan Chao, senior health economist

Shiyan Chao is the senior health economist with the LCR health sector. Shiyan previously was task team leader for both analytical and advisory tasks and health projects and served as the regional AIDS coordinator in the European and Central Asia Region. Prior to this, she has worked in the Africa, East Asia and South Asia regions of the Bank, and in the Middle East and North Africa Region with another organization in the areas of health policy, health financing, and health system development through projects and policy research in more than 15 countries. In addition to her primary interest in health economics, she has also done work on monitoring and evaluation, including comparative evaluation and impact evaluation.

Ms. Chao has a Ph.D. in health economics and economic demography from the Johns Hopkins University and a health management certification from Harvard University.

Infrastructure

Jordan Z. Schwartz, lead economist, infrastructure

Mr. Schwartz is currently lead economist in the World Bank’s Sustainable Development Department in the Latin America and the Caribbean Region. His responsibilities include research and strategic guidance on issues related to infrastructure, regulation, urban development, logistics and their links to environmental and social sustainability.

Mr. Schwartz has worked at the Bank for 11 years on a wide range of infrastructure and private sector
development projects and research covering Latin America, the Caribbean, East Asia and the Pacific, Central Europe, and Africa. His most recent research includes the effects of stimulus investment on employment; trade-offs between emissions and costs associated with different energy technologies; the impact of logistics costs on food prices; and the governance of public-private partnerships.

**Land policy**

*Jorge A. Muñoz, lead specialist, rural development*

Jorge Muñoz coordinates the Latin American and Caribbean Region’s activities on land policy and administration, and is directly involved in projects and technical assistance in Bolivia, Brazil, Guatemala, Honduras, Panama and Paraguay. Previously, he was in charge of the World Bank’s office in Recife, Brazil for two years, overseeing a cluster of community-driven development projects in 10 states in northeast Brazil. From 1998 to 2002, he worked on rural development projects and land policy reform issues in several countries in eastern and southern Africa. Before joining the Bank in 1998, he was a Harvard University research associate for three years. He holds a Ph.D. in agricultural economics from Stanford University.

**Poverty reduction**

*Louise Cord, sector manager, poverty and gender*

Louise Cord has been sector manager of the Poverty Reduction and Gender Group in the Latin America and Caribbean Region since September 2009. She previously was sector manager of the World Bank’s Poverty Reduction Group where she was responsible for analyzing global and national development challenges. Previously, she led a multi-donor program that examined operational policies associated with pro-poor growth, as well as reports on the Bank’s poverty reduction strategy. Ms. Cord worked for seven years in the Bank’s Latin American and the Caribbean Region Rural Development Group on rural poverty, agricultural trade and price policy, and rural finance. She has published several articles and reports on pro-poor growth and political economy, and poverty and agricultural policy in Mexico, Eastern Europe and Central Asia. She holds a Ph.D. in development and economic policy from the Fletcher School of Law and Diplomacy at Tufts University.
**Procurement**

*Enzo de Laurentiis, manager, procurement*

Enzo de Laurentiis is the regional procurement manager for the Latin America and Caribbean Region. Mr. de Laurentiis is responsible for overseeing compliance with Bank procurement policy in the region, supervising the procurement of all regional Bank operations, and leading the policy dialogue with client countries on analytical work and procurement reform. Mr. de Laurentiis has worked in different capacities on procurement in the Latin America and Caribbean Region since 1998. Prior to joining the Bank, he worked as an international procurement consultant and advised international development institutions and governments in different regions on a wide range of procurement technical and policy issues. Mr. de Laurentiis holds a J.D. from the University of Trieste and an LL.M. in International Law from the American University, Washington College of Law.

**Public sector**

*Nicholas Paul Manning, sector manager, public sector*

Before assuming his present position, Mr. Manning headed the Public Sector Management and Performance Division at the Organisation for Economic Co-operation and Development (oecd) and then lead public sector specialist for the World Bank’s South Asia region. He also has been a technical adviser to the United Nations Development Programme in Lebanon and adviser on organizational structure and design for the Commonwealth Secretariat in London. He began his public sector career in local government in the United Kingdom. Before moving to international advisory work, he was head of strategic planning for a London borough.

Mr. Manning’s extensive writings on governance in developing and developed countries link public administration with public budgeting and policy management. His recent publications have focused on post-conflict state-building, measurement of government activities, public sector pay setting in the oecd, performance-based arrangements for senior civil servants in the oecd, political involvement in senior staffing, policy management in government, asymmetric pay reform, cabinet decision-making, the functioning of government in Afghanistan, governance indicators (local and national), and devolution of service delivery. He advises the Commonwealth Association on public administration and management and is a member of the editorial board of the Public Management Review.

**Safeguards**

*Reidar Kvam, adviser, regional safeguards*

Reidar Kvam is regional adviser for Environmental and Social Safeguards Policies in the Latin America and Caribbean Region of the World Bank, where he coordinates a group of six environmental and social specialists. Mr. Kvam is a social anthropologist who has conducted research in Latin America and Asia. Before joining the Bank in 1996, he worked with the United Nations, Norwegian bilateral aid programs, and in academia. He headed the Social Development Unit in India from 2000 to 2003, and coordinated the Bank’s work on social analysis prior to coming to the Latin America Region in 2005.

**Social development**

*Maninder Gill, sector manager, social development*

Maninder Gill is sector manager in the Sustainable Development Department of the World Bank’s Latin America and Caribbean Region, a position he has held since September 2008. Before joining the region, Mr. Gill held the same position in the Europe and Central Asia Region for about four years. Earlier, he worked in the Sustainable Development Vice Presidency as the point-person for the Bank’s work
on issues related to involuntary resettlement and indigenous peoples. Mr. Gill has also worked in the East Asia Region and in the Social Development Department, engaged in policy making and operational work. Prior to joining the Bank in 1993, Mr. Gill worked in the Indian Administrative Service in India.

**Social protection**

*Helena G. Ribe, sector manager, social protection*

With more than 30 years of experience in developing countries, Helena Ribe is an expert in development economics and social policy with extensive knowledge of the policies, programs and institutional arrangements that are most effective in improving health and education outcomes and reducing poverty in developing countries. In her current post, Ms. Ribe leads the Bank’s social protection operations in Latin America and the Caribbean, managing a team that delivers cutting-edge research, technical assistance, and loans to support public initiatives to improve human development outcomes for vulnerable groups, expand social security coverage in the informal sector and outside the labor force, and improve the employability of youth and women. Among other responsibilities, she oversees the Bank’s technical assistance and loans in support of several conditional cash transfer programs, including Bolsa Familia in Brazil and Familias en Acción in Colombia, and the design of similar programs in Panama, Bolivia, Guatemala, and El Salvador. She also directs the team that manages social welfare, nutrition and youth training programs in Argentina, Honduras, Dominican Republic, Nicaragua, Guatemala and Jamaica.

During her career with the World Bank she has worked in more than 40 countries, while contributing to numerous World Bank publications and managing large portfolios of studies, technical assistance, and loans in Asia, Africa, and Latin America.

She earned a Ph.D. in economics from Yale University. She speaks often at international conferences and in private sessions with senior government officials and academics in developing countries.

**Sustainable development**

*Jyoti Shukla, manager, sustainable development*

Jyoti Shukla is the manager for the Sustainable Development Department in the Latin America and the Caribbean Region. She joined the Bank in 1994 as a Young Professional. Since then she has held various positions, her most recent as a program manager in the Public-Private Infrastructure Advisory Facility (PPIAF), where she led a global team located in Dakar,
Manila and New Delhi with a portfolio of technical assistance grants to over 100 countries.

Ms. Shukla holds a master’s degree in economics from the Delhi School of Economics, as well as a master in public affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University. Before joining the World Bank, she held a faculty position at Princeton University and worked with a development consulting firm in India.

**Transport**

**Aurelio Menéndez, sector manager, transport**

Aurelio Menéndez joined the Bank in 1989 as a research analyst in the Economic Development Institute. He has since held various positions, his most recent as a lead transport specialist, in the Transport, Energy and Mining Sector Unit of the East Asia and Pacific Region.

In his new position as transport sector manager for the Latin America and the Caribbean Region, Mr. Menéndez’s top priority is to provide strategic, technical and operational leadership to the transport cluster in the region, with a focus on improving traditional investment for growth and access in transport (urban, highways, ports, metros, railways) while also emphasizing environment and social sustainability, governance, road safety, health, logistics, crisis response and other issues.

Mr. Menéndez holds a Ph.D. in urban transporation and planning and information systems from the Massachusetts Institute of Technology.

**Urban development and water**

**Guang Zhe Chen, sector manager, urban development and water**

Before assuming his present post in February 2008, Guang Z. Chen was responsible for formulating Bank participation in the national transport strategies of client countries in the South Asia Region and for aligning the Bank’s transport operations in that region with its corporate objectives and regional priorities. His team of specialists developed and managed transport investment operations, supervised the project portfolio, and conducted transport sector studies and policy dialogue with client governments and other development partners.

Before joining the World Bank in 1997, Mr. Chen worked as a project economist for the Asian Development Bank, specializing in infrastructure. He received his graduate degree from Harvard University.
The contacts listed below can put you in touch with the World Bank’s experts on Latin America and the Caribbean. They can also provide information about World Bank projects, programs, policies, publications, and other activities.

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