

# BUILDING BRIDGES, CREATING VALUE

The State of Florida Project on Good Governance and  
Democracy in the Hemisphere

Final Report



A collaborative effort between the State of Florida and Florida International University's Institute  
for Public Management and Community Service  
and the people of Latin America

July 2007 - October 2008

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## Project Overview

No American state, nor for that matter any nation outside of this hemisphere, has a greater stake in promoting the democratic stability and economic development of Latin America than does the State of Florida. Florida's economy is far more directly dependent on economic growth in Latin America than that of any other single state in the Union and of most nations as well. Similarly, the stakes for Florida in terms of the development of democratic institutions in Latin America and the Caribbean as a means of insuring not only the social stability of Latin American nations, but of our own communities from Key West to Pensacola are also very great.

Latin America and the Caribbean is the State of Florida's most important trading region. The importance of this commercial activity cannot be over estimated in terms of the well-being especially of the South Florida economy. The Miami-Dade County International Trade Consortium (ITC) notes that \$182 million in tax revenues are generated annually for the state government of Florida from our Latin trade partners. In Miami Dade County (MDC) alone, the ITC found that trade with Latin America generates an estimated \$5.1 billion of annual labor income, contributes nearly \$15 billion in annual economic output, and provides \$179 million annually in tax revenues to local governments and taxing authorities just within Miami-Dade County. Sixteen out of 20 of Miami-Dade County sister's cities are located in the region.

As a result of a contract with the Governor's Office of Trade and Tourism in July 2007, the Institute for Public Management and Community Service (IPMCS) at Florida International University initiated a project which involved the organization of a series of meetings and conferences throughout Latin America. These culminated in a final conference held in Miami on Oct 1-3, 2008 at the Biltmore Hotel. The goal of the project was to encourage good relationships between the region and Florida and to promote ideas of good governance. Prior to the Miami conference, regional seminars (and related events) were held in Rio de Janeiro, Brazil; Montevideo, Uruguay; San Jose, Costa Rica; and Asuncion, Paraguay. These activities served both to build good will for the State of Florida with prominent public and private sector figures in the region and to identify pressing topics related to democracy and good governance within the Hemisphere for the Miami conference.

During the course of the full State of Florida project, over 900 people attended and participated in the regional events in four countries in Latin America. More than 10,000 national and state representatives of 32 countries were invited to the final event. The final Conference yielded approximately \$1.2 million dollars of revenue for the state in tourism dollars and an unidentifiable amount in terms of possible trade and other commercial activity, publicity and good will.

### The Americas Conference

The Institute for Public Management and Community Service, in partnership with The Miami Herald and the Inter-American Development Bank, organized the final project event as the Americas Conference, held on Oct 1-3, 2008 at the Biltmore Hotel in Coral Gables. Five hundred people participated in the two and half day event. The conference theme of “New Leadership—New Focus: Good Governance and Economic Development in the Hemisphere” was defined in coordination with State Representative David Rivera and David Lansberg, President and Publisher of the Miami Herald. Governor Charlie Crist opened the second day of the conference with remarks on the importance of Latin America for Florida’s people and its economy.

Three Presidents and two Vice-Presidents were involved in either presenting at the final conference or in the planning process of the project. They included President Leonel Fernandez of the Dominican Republic, President Rene Preval of Haiti, President Fernando Lugo of Paraguay, Vice-President Julio Cobos of Argentina, and Vice-President Samuel Lewis Navarro of Panama. Seven ministers of foreign affairs, economics, and finance, as well as eight ambassadors to the US, participated in the final conference. Six senior cabinet members, 12 national representatives and several influential national figures from Congresses in Costa Rica, Paraguay, Brazil, and Uruguay also engaged in the national seminars that were a part of the conference planning process. High level representatives of six multilateral and international organizations participated in the various aspects of the project - they included the Organization of American States, the US Agency for International Development, the Inter-American Foundation, the Inter-American Development Bank, the United Nations and the World Bank.

Press coverage focusing on the state of Florida and its promotion of the Americas Conference was extensive and included commentary on several local TV shows, newscasts, and radio broadcasts in Latin America. Major newspaper articles appeared in sixteen national and regional papers. An unspecified number of smaller reports on the conference appeared in media throughout Latin America based on wire service press releases disseminated throughout the

hemisphere. The stories in the international press illustrated the commitment of the State of Florida to the region's economy and development and called attention to our state as a tourist and commercial destination. Numerous articles were published as a result of the numerous local events held in each of the countries listed above.

The conference program reflected the themes identified during the pre-conference activity as well as other issues pertaining to the region. Speakers included senior figures from Chevron, Greenberg Traurig, Hewlett-Packard, General Motors and other major corporations and topics covered included competitiveness, technology and trade, politics and money, solutions to the oil crisis and the future of Latin America's middle class. A particularly lively session involved a foreign policy debate with representatives from both the McCain and Obama campaigns who discussed what the next US president's Latin American policy agenda would look like. Finally, it should be noted that the regional seminars and the final event received high praise from participants, sponsors and the media.

### The Regional Events

The first regional seminar was held in Costa Rica in March 2008. Representatives of Florida State Government, as well as faculty and staff from Florida International University, and members of the National Assembly of Costa Rica jointly participated in the seminar in order to share ideas and experiences with and about democratic practices from their countries. Among the several Costa Rican participants were Federico Tinoco, a leading figure in the National Assembly of Costa Rica, who spoke on strengthening democratic practices, and Otton Solis, former Presidential Candidate (2006) and President, Citizens Action Party (PAC), who spoke on a political parties and elections in Latin America.

This Costa Rican seminar was followed by a visit to Paraguay to speak with top-level officials and national representatives. The visit was highlighted by a meeting with the then President-elect of Paraguay, Fernando Lugo and his transition team. The visit concluded with a lively press conference involving State Representative David Rivera and one of Paraguay's leading political figures. The visit stimulated further discussion about topics and panelists for the final conference. Paraguayan Victor Flecha, Director of COPLANEA, organized additional media coverage of the visit.

In July, a forum in Rio de Janeiro, Brazil was organized in conjunction with and held at the Getulio Vargas Foundation, South America's most prestigious school of public and business management. Topics such as the practice of good governance, participative budgeting,

governmental transparency and the controlling of crime were discussed. The latter topic was further addressed on the last day of the Miami conference with a panel that included Samuel Lewis Navarro, Vice President and Minister of Foreign Affairs from Panama; Gerardo Le Chevallier, Director of Political Affairs and Planning, United Nations; and Wilfred Elrington, Minister of Foreign Affairs, Belize; all of whom spoke at the panel on security in Latin America and the Caribbean.

In addition, the topic of citizen participation also was discussed in Miami at a session involving David Martinez, Executive Director of FundaSistemas, Fundacion Paiz Guatemala; Maria Fernanda Espinosa, former Minister of Foreign Relations of Ecuador and Ambassador and Permanent Representative of Ecuador to the United Nations; Raul Torres, Director of Transparency Programs at FUNDE El Salvador; Rubens Barbery Knaudt, Executive Director, CEPAD, Bolivia. The discussants described new forms of civic engagement and public accountability as well as the history of civic movements in their countries and the current status of each government's response. Ronnie McLean, a World Bank urban governance specialist and former mayor of La Paz, provided further commentary.

In late July, the State of Florida, the Congress of Uruguay and FIU jointly sponsored a conference entitled "Political Parties Confront Today's Challenges: Institutional Changes and New Development Models" in the Chamber of the Uruguayan House of Representatives at the National Legislative Palace in Montevideo. Former President, Luis Albert Lacalle and Jaime Trobo, President of the International Committee of Uruguay's Congress, made keynote presentations on strengthening political institutions. Furthermore, prominent columnist Claudio Paolillo described the role of the media in democratic systems at both the national event as well as the final event in Miami.



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**Florida's First Conference on Good Governance and Democracy in the Hemisphere  
Costa Rica Visit Report, January 30 & March 12-14, 2008**



Fla. State Legislator Rep. David Rivera

The Institute for Public Management & Community Service (IPMCS) of FIU, in organizing the first annual Conference on Good Governance and Democracy in the Hemisphere planned for August 6-8, 2008 at the Biltmore Hotel, visited Costa Rica on two recent occasions.

The objective of the visits was to learn about Costa Rica's strong history of democratic practices and to share those experiences between the two nations. In addition, the visits provided a platform to invite participation to the hemispheric seminar that Florida International University and the State of Florida are organizing in Miami.

The First Regional Forum on Governance and Democracy in the Hemisphere: Challenges and Opportunities was held in the Hall of the Ex-President's of the National Assembly of Costa Rica on March 14, 2008. Hosted by the National Assembly of Costa Rica, the State of Florida, and IPMCS, more than 100 people were present at the event. The speakers included Fla. State Legislator Rep. David Rivera, Mr. Peter Brennan, Charge d'Affairs of the US Embassy, Hon. Francisco Pacheco, President of the National Assembly of Costa Rica.

The Institute team—including Rep. David Rivera, IPMCS Director Dr. Allan Rosenbaum, Cristina Rodriguez-Acosta, Dr. Victor Flecha, Dr. Natalya Kolisnichenko, Dr. Meredith Newman, Viviana Quintero and Heidi Jane Smith—also participated in the seminar and additional governmental meetings.

The first trip on January 30 provided space for introductions with various leaders. Through meetings and



The audience at the March 14 seminar

discussions, an array of political officials, including ministers and elected senators and congress people, the media, civil society representatives were notified of the March 14 conference. Furthermore, at this time the FIU team visited the embassy of the United States to also keep their staff abreast of the meetings.

The office of Federico Tinoco, Deputy in the National Assembly of Costa Rica was extremely helpful to coordinate and elaborate the day's events. His office assisted with setting the agenda, sending invitations, and organizing the event. Various Costa Rican media including *La Prensa Libre*, a national newspaper, ran stories about the event. Efforts to engage civil society and the media produced additional participation at the conference.



Top: IPMCS Director Dr. Rosenbaum speaking with the Costa Rican Minister of Planning Roberto Gallardo, Deputy and President of the Senate Fernando Sánchez, Rep. David Rivera, and Peter M. Brennan, Chairge d'Affaires of the US Embassy, seated at the head table.  
Bottom: The IPMCS team in the Costa Rican National Assembly.



## **First Seminar on Governance and Democracy in the Hemisphere: Challenges and Opportunities**

Sponsored:

National Assembly of Costa Rica  
State of Florida, USA Florida  
International University  
School of Social Work, Justice and Public Administration  
Institute for Public Management and Community Service

National Assembly—Hall of the Ex-Presidents  
San José, March 14, 2008

### **9:00 - 9:30 Welcome**

- Mr. Peter M. Brennan, Chairge d' Affairs, US Embassy in Costa Rica
- Dr. Allan Rosenbaum, Director, Institute for Public Management and Community Service, Florida International University, USA
- Mr. David Rivera, Diputado Estatal, Estado de la Florida, EE.UU.
- Mr. Fernando Sánchez, Diputado, Partido Liberación Nacional, Costa Rica
- Mr. Roberto Gallardo, Ministro de Planificación, Costa Rica

### **9:30 - 11:15 Democratic Governance: Challenges and Opportunities**

- Dr. Carlos Sojo, Director FLACSO, Costa Rica
- Mr. Hugo Picado Leon, National Electoral Court, Costa Rica
- Dr. Meredith Newman, Director, School of Social Work, Justice and Public Administration, Florida International University, USA
- Commentary: Hon. Federico Tinoco, Deputy, National Assembly of Costa Rica

### **11:15 – 11:30 Coffee Break**

### **11:30 - 1:00 The Role of Political Parties**

- Dr. Manuel Rojas Bolaños, FLACSO, Costa Rica
- Hon. David Rivera, State Representative, State of Florida, USA
- Dr. Víctor J. Flecha, Director, COPLANEA, Paraguay
- Dr. Natalya Kolisnichenko, Professor, Regional Program of Public Administration, Odessa, Ukraine
- Mr. Jean-Paul Vargas, Profesor y miembro de la Comisión de Estudios del Doctorado en Gobierno y Políticas Públicas de la Universidad de Costa Rica
- Dr. Violeta Pallavicini Campos, Directora del Programa de Doctorado en Gobierno y Políticas Públicas, Universidad de Costa Rica
- Commentary: Hon. Andrea Morales, Diputada, Partido Acción Ciudadana, Costa Rica

### **1:00 - 3:00 Lunch**

**3:00 - 4:15 Decentralization and Governance: Opportunities and Challenges**

- Dr. Guillermo Arce Roldan, Parliament Advisor, National Assembly
- Mr. Fabio Molina, Federal Institute for Municipal Administration (IFAM)
- Dr. Miguel Gutierrez y/o Dr. Jorge Vargas Cullell and/or Dr. Ronaldo Alfaro, State of the Nation Project, UNDP, Costa Rica
- Commentary: Hon. Ronald Solís, Diputado, Partido Acción Ciudadana, Costa Rica

**4:15 - 4:30 Coffee Break**

**4:30 - 6:00 Economic Development and Democratic Governance**

- Dr. Allan Rosenbaum, Director, Institute for Public Management and Community Service, Florida International University, USA
- Dr. Luis Alberto Cordero Arias, Director, Arias Foundation for Peace and Human Progress, Costa Rica
- Ms. Norma Caplán, Instituto Centroamericano de Administración Pública - ICAP, Costa Rica
- Commentary: Sr. Mario Quirós Lara, Diputado Vicepresidente Partido Movimiento Libertario

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**Florida's Conference on Good Governance and Democracy in the Hemisphere  
Paraguay Visit Report, May 27-29, 2008**



IPMCS Director Allan Rosenbaum with Paraguay's President-elect Fernando Lugo and Fla. State Legislator Rep. David Rivera

In preparation for Florida's First Conference on Good Governance and Democracy in the Hemisphere planned for August 6-8, 2008 at the Biltmore Hotel, the Institute for Public Management & Community Service (IPMCS) of FIU organized a series of meetings in Asuncion Paraguay, May 27-29.

The goal of the visit was to gain a better understanding of the key issues of good governance and democracy facing the hemisphere. This was one of a series of such visits which the Institute is carrying out. An important part of these visits involves the opportunity for an important Florida public official, State Legislator Rep. David Rivera to interact with prominent Latin American political figures and explore areas of mutual concern.

Highlights of the trip included meetings with the President-elect of Paraguay, Fernando Lugo, and his transition team. The Institute team—including Rep. David Rivera, IPMCS Director Dr. Allan Rosenbaum, Cristina Rodriguez-Acosta, Dr. Victor Flecha and Heidi Jane Smith—attended meetings with various political officials, including future ministers and elected senators and congress people, the Ambassador of the United States to Paraguay, James Cason, and President-Elect Lugo.

While the principal purpose of the meeting with President-elect Lugo was to invite him to participate in the Conference on Good Governance and Democracy, Rep. Rivera and Director Rosenbaum were able to engage in discussions of various issues relevant to



Dr. Victor Flecha, Rep. Sebastian Acha, Rep. David Rivera and Director Rosenbaum

Paraguay and the US with the President-elect and his chief of staff. One result of these discussions has been an invitation for a team of top-level Paraguayan leaders who are being brought to the United States by the US State Department to visit Miami.

The delegation met with numerous legislators, including the current President of the Congress and a candidate being considered for the post of Minister of Foreign Affairs, to discuss the historical presidential transition in which the Colorado Party lost the presidency of Paraguay for the first time in over half a century. The former Mayor of Asuncion, Senator Carlos Filizzola, was instrumental in organizing several meetings, including the time with the future president.

Three national newspapers *La Nacion*, *ABC* and *Ultima Hora*, as well as Paraguayan radio and television stations ran stories about the visit.



Top: FIU team with President of the Senate Dr. Miguel Abdon Saguier.  
Bottom: FIU team with President-elect Fernando Lugo and Senator Carlos Filizzola.

## Official Agenda

### **Tuesday May 27, 2008**

- 10.30 Arrive in Asuncion
- 13.00 Meeting at the Hotel Cecilia with Senator Carlos Filizzola, former Senate President and Mayor of Asuncion
- 16.00 Visit with Senator Carlos Mateo Baldemelli, close advisor to President-elect Fernando Lugo, leader of the Liberal party, considered for Minister of Foreign Affairs
- 18.30 Visit with newspaper *Ultima Hora*. Interview with Rep. David Rivera and FIU team
- 19:00 Meeting at the Hotel Cecilia with Luis Alberto Wagner, leader of the Liberal Party (PLRA), former Governor of the Central Region, former Representative (1989-2003), Former Minister of Agriculture, Senator from 2003-2008 and reelected 2008-2013

Alejandra de Wagner, National Treasury

Silvio Ovelar, (ANR. Colorado Party), former Governor of the Caaguazú region, Senator from 2003-2008, reelected 2008-2013.

Hugo Estigarribia, (ANR, Colorado party leader) elected to the Senate from 2008-2013.

### **Wednesday May 28, 2008**

- 7.15 Meeting with Efraín Alegre, PLRA, former Representative, elected to the Senate, 2008-2013
- 9.00 Visit with Fernando Lugo, President-elect
- 10.00 Press Conference
- 11.00 Visit with President of the Senate, Dr. Miguel Abdón Saguier.
- 11.45 Sebastian Acha, Partido Patria Querida, Representative 2003-2008, and reelected for 2008-2013
- 12.30 Tour of the Paraguayan House of Representatives for Rep. David Rivera
- 15.30 Visit with the Ambassador of the United States to Paraguay, James Cason

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**Florida’s Conference on Good Governance and Democracy in the Hemisphere  
Rio de Janeiro, Brazil, Visit Report, July 25, 2008**

In preparation for Florida’s First Conference on Good Governance and Democracy in the Hemisphere planned for Oct 2-3, 2008 at the Biltmore Hotel, the Institute for Public Management & Community Service (IPMCS) of FIU co-hosted a one-day seminar with the foremost public management school in Brazil, the Brazilian School of Public Administration of the Getulio Vargas Foundation (FGV), in Rio de Janeiro, July 25.



Seminar participants at the Getulio Vargas Foundation.

The goal of the seminar was to gain a better understanding of the key issues of good governance and democracy facing the hemisphere. This was one of a series such visits—which also included Asuncion Paraguay, San Jose Costa Rica and Montevideo, Uruguay—that the Institute is carrying out. An important part of these visits involves interacting with prominent Latin American political figures, academics, business and civil society representatives to explore areas of mutual concern.



IPMCS Director Allan Rosenbaum speaking with his Brazilian counterpart Professor Eurico de Lima Figueiredo, Fluminense Federal University

The seminar provided an open forum to discuss regional themes such as practices of good governance, participative budgeting, and other new transparent budgeting systems, as well as problems like crime in Rio’s streets, among other topics. The Institute team—including IPMCS Director Dr.Allan Rosenbaum, and Vice Director Cristina Rodriguez-Acosta, Dr. Victor Flecha, Dr. Meredith Newman, Dr. Natalya Kolisnichenko and Heidi Jane Smith—presented ideas at the conference side-by-side with Brazilian counterparts.

In his opening remarks, Eduardo Marquez, challenged the audience to use the seminar as a means for a comparative analysis to better understand Brazil's current political and governmental situation. Furthermore, each of the speakers provided challenging comments and questions throughout the exchange. For example, Carlos Werneck spoke about oversight of government and auditing of municipal expenditures, while Eurico de Lima Figueiredo described the degree of democratization within Brazilian political parties and their responsiveness to both new ideas and their electorate. Allan Rosenbaum continued the discussion on the role of political parties in a democracy by describing how the two major political parties were formed and organized in the United States and Fuad Zamot presented a new vision of e-government within the Brazil.



FIU Director of Public Administration Meredith Newman with Professor Natalya Kolisnichenko

Additionally, Natalya Kolisnichenko described her native Ukraine's transformation from a parliamentary to a presidential system of government and the implication of that for democratic development. Meredith Newman spoke about the importance of individual commitment to effective public administration, while Enrique Saravia described ways to improve Brazil's system of public administration.

Finally, Rio de Janeiro municipal Councilwoman Aspásia Camargo described the tensions between the national, regional and local governments in her presentation, which was reinforced by her experience in local politics. It was followed by a discussion of the newly elected Fernando Lugo government in Paraguay and the implication of this for Brazil by Victor Flecha and an analysis of fiscal decentralization in Latin America by Heidi Smith.

Participants at the seminar included local political figures, journalists, civil society representatives, and FGV students. Outcomes of the event will be forthcoming in an article by *Oglobo*, a Brazilian daily.



Rio Councilwomen Aspásia Camargo with Victor Flecha and Heidi Smith.

## **Official Agenda**

### **Governance and Democracy in Latin America: Challenges and Opportunities July 25, 2008**

Sponsored by: Getulio Vargas Foundation (FGV/EBAPE), State of Florida, USA, Florida  
International University

Venue: EBAPE – Praia de Botafogo, 190 – Auditorium – 5° Floor  
Rio de Janeiro – RJ – Brazil

#### **09:30 – 10:00 Welcoming Remarks**

- **Professor Eduardo Marquez**, EBAPE/FGV
- **Professor Allan Rosenbaum**, Director, Institute for Public Management and Community Services, Florida International University

#### **10:00 – 11:30 Political Reform: Party and Electoral Systems**

- **Professor Allan Rosenbaum**, Director, Institute for Public Management and Community Services, Florida International University
- **Professor Eurico de Lima Figueiredo**, Fluminense Federal University
- **Professor Fuad Zamot**, EBAPE/FGV

#### **11:30 – 11:45 Coffee-break**

#### **11:45 – 13:15 Public Budgeting: Participation and Transparency**

- **Professor Allan Rosenbaum**, Director, Institute for Public Management and Community Services, Florida International University
  - **Carlos Werneck**, Director, Studies and Research Division, Municipal Accounting Court, Rio de Janeiro Municipality
- **Professor Armando Cunha**, EBAPE/FGV

#### **13:15 – 15:30**

#### **15:30 – 17:00 Democratic Governance and Public Administration**

- **Professor Meredith Newman**, Director, School of Public Administration, Florida International University
- **Professor Enrique Saravia**, EBAPE/FGV
- **Professor Natalya Kolisnichenko**, Regional Institute for Public Administration, Odessa, Ukraina

#### **17:00 – 17:15 Coffee-break**

#### **17:15 – 18:45 Federalism and Decentralization**

- **Hon. Aspásia Camargo**, Rio de Janeiro Municipal Counselor; Professor, EBAPE/FGV
- **Professor Victor Flecha**, Director, Community and Planning of Asuncion, Paraguay
- **Heidi Smith**, Institute for Public Management and Community Services, Florida International University



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**Florida’s Conference on Good Governance and Democracy in the Hemisphere  
Montevideo, Uruguay, Regional Meetings, July 29, 2008**

In preparation for Florida’s First Conference on Good Governance and Democracy in the Hemisphere planned for Oct 2-3, 2008 at the Biltmore Hotel, the Institute for Public Management & Community Service (IPMCS) of FIU co-hosted a seminar with Uruguayan House of Representatives at the National Legislative Palace in Montevideo, Uruguay on July 29.



Former president Luis Alberto Lacalle Herrera concluded the seminar.

The goal of the visit was to gain a better understanding of the key issues of good governance and democracy facing the hemisphere. This was one of a series of such visits—which also included Asuncion Paraguay, San Jose Costa Rica and Rio de Janeiro, Brazil—that the Institute has carried out. An important part of these visits involves interacting with prominent Latin American political figures, academics, business and civil society representatives to explore areas of mutual concern.

The seminar “Political Parties Confront Today’s Challenges: Institutional Changes and New Development Models” brought more than 250 local political figures, journalists, civil society representatives, and students to the National Legislative Palace for a half day seminar. Participants listened to international experts and local representatives present new ideas regarding democratic governance and political parties.



Acting President of the Congress of Uruguay Rep. Uberfil Hernandez with IPMCS Director Dr. Allan Rosenbaum.

The seminar was jointly sponsored by the Congress of Uruguay, the State of Florida and Florida International University. Views from academic political scientists, the press, and political leaders were presented during the event. The Institute team—including IPMCS Director Dr. Allan Rosenbaum, and Vice Director Cristina Rodriguez-Acosta, Dr. Victor Flecha, Dr. Meredith Newman, Dr. Natalya Kolisnichenko and Heidi Jane Smith—were involved in both speaking at and organizing the meeting.

Uruguayan National Representative and Acting President of the Congress, Uberfil Hernandez, opened the day’s session with Dr. Allan Rosenbaum and Representative Jaime Mario Trobo, President of the International Relations Committee, who was instrumental in organizing the event. Both Dr. Rosenbaum and Rep. Trobo stressed the importance of political parties in the building of strong democracies and the need for parties to be engaged in a constant process of renewal. Rosenbaum further commented on the need for political parties to take into account the poorest and the most vulnerable in society.



Journalist table present their views at the conference.

Political Scientist Dr. Jorge Lanzaro and Dr. Romeo Pérez joined Dr. Meredith Newman and Dr. Natalya Kolisnichenko to provide a comparative perspective on the intersection of political parties with the legislative and the executive branches of government. In addition, the discussion focused upon the impact political parties on the provision of good public service—using examples from Uruguay, Ukraine and the United States.

The session with the national and international journalists provided a wide-ranging discussion of the interaction between the media, government and political parties in a democratic system. The final panel—which included three of the four presumptive presidential candidates in the next election (planned for October 25, 2009)—addressed a wide array of agenda items for the countries next administration. It concluded with a very lively address by former president Luis Alberto Lacalle Herrera. The seminar was attended and covered by representatives by all the national news media in Uruguay.





**Seminar**  
**“Political Parties Confront Today’s Challenges:  
Institutional Changes and New Development  
Models” Tuesday, July 29, 2008**  
**Legislative Palace, Montevideo,  
Uruguay**

14:00 Opening

Hon. Jaime Mario Tobo, National Representative. President of the International Relations Committee, House of Representatives. 10’

Hon. Uberfil Hernandez, National Representative and Acting President, House of Representatives. 10’

Dr. Allan Rosenbaum, Director of the Institute of Public Management and Community Service, Florida International University, Miami, Fl. 10’

14:15 “Political Scientist Perspective”

Dr. Jorge Lanzaro. Political Science Institute, University of the Republic. 15’

Dr. Romeo Pérez. Rector of Latin American Center for Human Economics (CLAEH)

15’ Dr. Meredith Newman, Director of School of Public Administration, School of Arts and Sciences, Florida International University, Miami, Fl. 15’

Dr. Natalya Kolisnichenko, Professor, Institute of Ukrainian Public Administration, Odessa, Ukraine. 15’

15:30 “Journalist Perspective”

Alfonso Lessa. Director of TV Information, Columnist, University Professor 15’

Gerardo Sotelo. TV and Radio Journalist and Columnist. 15’

Claudio Paolillo. Member of the SIP Directive, Editor, Journalist, Writer and Columnist. 15’

Dr. Victor Jacinto Flecha, Political Scientist and Columnist, Executive Director of COPLANEA, Asunción, Paraguay 15’

16:30 Coffee Break

16:45 “Political Leaders Perspective”

Dr. Pablo Mieres. President of the Independent Party, Former Legislator. 15’

Prof. Enrique Rubio. Director of the Planning and Public Office for the National Government. Member of the Political Table for the Frente Amplio Party. 15’

Sr. Luis Hierro Lopez Ex Vice President de la Republic. 15’

Dr. Luis Alberto Lacalle Herrera. National Party and Ex-President de la Republic. 15’



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**The State of Florida’s Project on Good Governance  
and Democracy in the Hemisphere**

**Americas Conference Report**

**Oct 1-3, 2008**

As a final event in the State of Florida’s Project on Good Governance and Democracy in the Hemisphere, the Institute for Public Management & Community Service (IPMCS) of Florida International University (FIU) organized, in partnership with The Miami Herald and the Inter-American Development Bank (IDB), the Americas Conference, held on Oct 1-3, 2008 at the Biltmore Hotel. The theme of this two and half day event was New Leadership-New Focus: Good Governance and Economic Development in the Hemisphere. More than 500 people representing the private sector, government and non-profit organizations from Miami and throughout Latin America and the Caribbean participated.



Governor of Florida Charlie Crist

Among the highlights were major speeches by Florida Governor Charlie Crist who addressed how important Latin America and the Caribbean is for the state’s economy. Other major speakers at the conference included Leonel Fernandez, President of the Dominican Republic, Rene Preval, President of Haiti, Vice-President Julio Cobos of Argentina and Vice-President Samuel Lewis Navarro of Panama. The ministers of foreign affairs, economics, and finance from several of the hemisphere’s countries, as well as a number of ambassadors to the US, participated.



Mayor Leopoldo Lopez Mendoza, Dr. Allan Rosenbaum, President Leonel Fernandez, David Landsberg, President and Publisher of the Miami Herald

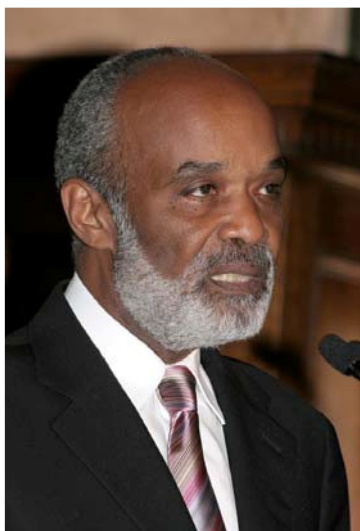
The IPMCS joined forces with the Miami Herald to organize the conference after several meetings with David Landsberg, President and Publisher of the Miami Herald and State Representative David Rivera. The joint effort served to promote the conference among a greater audience of Latin American government leaders as well as international,

national and local businesspersons. In doing so, the event served to inter-connect quite distinctive audiences both in the US and the region. The partnership generated increased participation, as well as the involvement of General Motors, American Airlines, Chevron, Greenberg Traurig, Hewlett-Packard and Burston-Marsteller.

In preparation for the final conference, the IPMCS had organized regional forums on the theme of Governance and Democracy in the Hemisphere: Challenges and Opportunities in various countries. The National Assemblies in Costa Rica and Uruguay, and various other governmental bodies, cooperated in organizing the forums. These meetings provided a greater understanding of key issues facing the hemisphere and served as a means to enlighten and enrich the content for the Americas Conference. Several participants in these events joined the program of the Miami conference including Federico Tinoco, Deputy, National Assembly of Costa Rica; Jaime Trobo, President International Committee, House of Representatives National Legislature of Uruguay; Claudio Paolillo, prominent Uruguayan newspaper columnist; Dr. Victor Flecha, Director COPLANEA, Paraguay; Sebastian Acha, Deputy, National Congress of Paraguay; Dr. Natalya Kolisnichenko, Professor, Odessa Regional Institute of Public Administration, Ukraine; State Representative David Rivera; Dr. Meredith Newman, Professor and Director the Public Administration Department, FIU and Dr. Allan Rosenbaum, IPMCS's Director.



Governor Charlie Crist and State Rep. David Rivera



President Rene Preval of Haiti

Participants in the Americas Conference included several senior officials from international organizations. World Bank Senior Economist Samuel Freije-Rodriguez described new research that the bank has undertaken to measure inequality of opportunity in Latin America and the Caribbean. The bank created an index to analyze how people attempt to move out of poverty, the opportunities that they have available to do so, and the disadvantage faced by some children in the hemisphere because of their birthplace. These were topics of concern to several speakers including President Fernandez of the Dominican Republic and President Preval of Haiti. Similarly, Marisol Argueta de Barilla, the Minister of Foreign Affairs of El Salvador, spoke about the problems that El Salvadorans face with the declining US economy, decrease of remittances and the return to the country of many migrant workers.



Dr. Victor Flecha, Maria Antonia de Fuentes and Claudio Paulillo

Several sessions explored the question of how to strengthen democracy in the hemisphere. Topics discussed included personal ethics, the need for consensus building and conflict resolution, anticorruption, transparency, tolerance of differences, the need to acknowledge personal limitations and the role of civil society. Not surprisingly, democracy was a topic of concern for panelists Maria Antonia de Fuentes, Managing Director of Diario La Prensa Honduras, and John Yearwood, World Editor at the Miami Herald. The interaction between new forms of communications and various

types of citizen participation was also explored. The panel on the role of the political parties in recent elections included prominent Venezuelan Mayor Leopoldo Lopez Mendoza; Otton Solis, former presidential candidate and president of the Citizen Action Party in Costa Rica, among others.

An ambassadorial dialogue focused on the role of money and politics in the hemisphere included Ambassadors Anthony Johnson from Jamaica; Bayney Karran, from Guyana; Glenda Morean Phillip from Trinidad and Tobago; Mariano Fernández, from Chile and Roberto Flores Bermudez from Honduras. David Martinez, Executive Director of FundaSistemas, Fundacion Paiz Guatemala; Maria Fernanda Espinosa, former Minister of Foreign Relations of Ecuador and Ambassador and Permanent Representative of Ecuador to the United Nations; Raul Torres, Director of Transparency Programs at FUNDE El Salvador; Rubens Barbery Knaut, Executive Director CEPAD Bolivia, described new movements for civic engagement and public accountability being organized in each of their countries. World Bank Urban and Governance Specialist Ronnie McLean spoke about what the Bank was doing to train and enhance leaders of these movements.

Discussion of the intersection of political parties, elections and democracy was not limited to Latin America. Adolfo Franco, Advisor to Senator John McCain; Dan Restrepo, Senior Policy Advisor, Western Hemisphere to Senator Barack Obama; Francisco Sanchez, Policy Advisor for Latin America and the Caribbean; Chairman National Leadership Council, Obama For America and Richard Fontaine, Foreign Policy Advisor to Senator John McCain, discussed their candidates policy objectives for Hemisphere at a specially arranged session.



Vice President Julio Cobos with Dan Restrepo

Several panel sessions addressed various areas of public policy. The panel on Inequality, Race And Ethnicity in a Democratic Hemisphere included Cristina Eguizábal, Director of FIU's Latin American and Caribbean Center (LACC); Judith Morrison of the Inter-American Foundation; Romero Jorge Rodriguez, Advisor to President of Uruguay, Regional Office of Policy Analysis for Racial Equality (ORAPER). The future of the middle class during a period of economic decline was addressed by Christopher Barton of the IDB's Office of External Relations; Ambassador Jaime Darembaum, Director, Center for Latin American Studies, Hudson Institute; Christopher Sabatini, Senior Director, Policy, Council of The Americas; and Charles Yaros of the Washington Economics Group, Inc.



The audience at the conference.

Oil independence and alternative sources of energy as long-term strategies for the Americas were discussed by Arnaldo Vieira de Carvalho, Sustainable Energy Specialist at the IDB; Carlos St. James, President, Argentine Renewable Energies Chamber and Managing Director, Santiago & Sinclair LLC; Mauricio Nicholls, General Manager, Chevron; and Mustafa Mohatarem, Chief Economist, General Motors.

Samuel Lewis Navarro, Vice President and Minister of Foreign Affairs, Panama, discussed the subject of security in Latin America and the Caribbean focusing on his countries trials and tribulations regarding drug trafficking, managing the Panama canal, and peacekeeping missions within the region. The fight against terrorism and the international response to it were addressed by Monte Alejandro Rubido García, Executive Secretary of the National Public Security System, Mexico; Gerardo Le Chevallier, Director of Political Affairs and Planning, United Nations and Wilfred Elrington, Minister of Foreign Affairs, Belize.



Vice President Samuel Lewis Navarro

Julio Cobos, Vice President of Argentina, addressed his countries economic progress since 2001 and the current issues facing the government in Argentina. Competitiveness, technology and trade issues and best practices in the region were topics of concern for Rebeca Patricia Santos, Minister of Finance, Honduras; Ricardo Esmahan, Minister of Economy, El Salvador; Felix Feddersen, Vice-president, Division of Managerial Solutions, HP Latin America and Andres Oppenheimer of the Miami Herald.

**Agenda\***  
**2008 Invited Speakers unless otherwise noted**  
**Americas Conference®**  
***New Leadership—New Focus:***  
***Good Governance and Economic Development in the Hemisphere***  
***Biltmore Hotel, October 1-3, 2008***

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**Wednesday, Oct 1**

3:00pm - 5:30 pm Conference Registration at Biltmore Hotel, Coral Gables  
**Salon: Granada Lobby**

**Thursday, Oct 2**

7:30am – 8:30am Continental Breakfast & Registration  
**Salon: Center Terrace**

8:30am – 9:00am Welcome and Introductory Remarks:  
David Landsberg, President and Publisher, The Miami Herald  
Ron Berkman, Provost, Florida International University  
Allan Rosenbaum, Director, Institute of Public Management and Community Service (IPMCS), Florida International University  
**Salon: Granada**

9:00am – 9:30am Survey Findings: UPWARD MOBILITY IN LATIN AMERICA: WHERE ARE THE BEST OPPORTUNITIES  
Presented by: Samuel Freije-Rodriguez, Senior Economist, Latin American and the Caribbean Region, The World Bank Group  
**Salon: Granada**

9:30am – 9:45am Principal Address: Marisol Argueta de Barillas, Minister of Foreign Affairs, El Salvador  
**Salon: Granada**

9:45am – 10:00am Coffee Break  
**Salon: Center Terrace**

10:00am – 11:00am Plenary —STRENGTHENING DEMOCRACY: OLD CHALLENGES AND NEW PERSPECTIVES  
Carlos Appelgren, Director, North America, Central America and the Caribbean, Ministry of Foreign Affairs, Chile  
David Rivera, State Representative, House of Representatives, State of Florida  
Federico Tinoco, Deputy, National Assembly of Costa Rica  
Jaime Trobo, President, International Committee, House of Representatives National Legislators of Uruguay  
Moderator: Allan Rosenbaum, Director, Institute of Public Management and Community Service (IPMCS), Florida International University  
**Salon: Granada**

11:00am – 12:00pm Plenary – THE ROLE OF THE MEDIA IN A DEMOCRATIC SYSTEM  
Claudio Paolillo, Uruguayan Columnist, Director of SIP  
Maria Antonia de Fuentes, Managing Director, Diario La Prensa, Honduras  
Victor Flecha, Director, COPLANEA, Paraguay  
Moderator: John Yearwood, World Editor, The Miami Herald  
**Salon: Granada**

12:00pm – 2:00pm Principal Address & Luncheon  
Introduction: David Landsberg, President and Publisher, The Miami Herald  
Speaker: Leonel Fernández, President, Dominican Republic  
**Salon: Country Club Ballroom**



2:15pm – 3:30pm CONCURRENT PANELS

Panel I: POLITICAL PARTIES AND ELECTIONS IN LATIN AMERICA

Leopoldo López Mendoza, Mayor, City of Chacao, Venezuela

Ottón Solís, Former Presidential Candidate (2006) and President, Citizen's Action Party (PAC), Costa Rica

Sebastian Acha, Deputy, National Congress of Paraguay

Moderator: Natalya Kolisnichenko, Professor, Regional Institute of Public Administration, Odessa, Ukraine

**Salon: Merrick**

Panel II: CIVIC ENGAGEMENT AND PUBLIC ACCOUNTABILITY

David Martinez, Executive Director, FundaSistemas, Fundación Paíz, Guatemala

Maria Fernanda Espinosa, former Minister of Foreign Relations of Ecuador and ambassador and permanent representative of Ecuador to the United Nations

Raúl Torres Torres, Director of Transparency Program, FUNDE, El Salvador

Rubens Barbery Knaut, Executive Director, CEPAD, Bolivia

Moderator: Ronnie McLean, Urban & Governance Specialist, World Bank Group

**Salon: Prado**

3:30pm - 3:45pm

Coffee Break

3:45pm – 5:00pm

CONCURRENT PANELS

Panel I: INEQUALITY, RACE AND ETHNICITY IN A DEMOCRATIC HEMISPHERE

Cristina Eguizábal, Director, Latin American and Caribbean Center (LACC), Florida International University, United States

Enrique Patterson, Journalist, Author, United States

Judith Morrison, Regional Director, Inter-American Foundation, United States

Romero Jorge Rodriguez, Advisor to President of Uruguay, Regional Office of Policy Analysis for Racial Equality (ORAPER)

Moderator: Meredith Newman, Professor and Director, School of Public Administration, Florida International University

**Salon: Merrick**

Panel II: LATIN AMERICA'S MIDDLE CLASS: WILL IT SURVIVE?

Amb. Jaime Daremblum, Director, Center for Latin American Studies, Hudson Institute

Christopher Sabatini, Senior Director, Policy, Council of The Americas

Charles "Chuck" Yaros, Associate Consultant for Economics, Washington Economics Group, Inc.

Moderator: Christopher Barton, Senior Advisor, Office of the President, Inter-American Development Bank

**Salon: Prado**

5:00pm

Closing of Day One

**Friday, Oct 3**

7:30am – 8:00am

Continental Breakfast & Registration

**Salon: Alhambra**

8:30am – 8:45am

Welcome and Opening Remarks

Anders Gyllenhaal, Executive Editor, The Miami Herald

Allan Rosenbaum, Director, Institute of Public Management and Community Service (IPMCS), Florida International University

**Salon: Granada**

- 8:45am – 9:15am Principal Address: Charlie Crist, Governor, State of Florida  
Introduction of Governor: David Rivera, State Representative, House of Representatives, State of Florida  
Chairperson: Cesar L. Alvarez, Chief Executive Officer, Greenberg Traurig LLP  
**Salon: Granada**
- 9:15am – 10:15am Dialogue: THE NEXT U.S. PRESIDENT’S LATIN AMERICAN POLICY  
Adolfo Franco, Advisor to Senator John McCain  
Dan Restrepo, Senior Policy Advisor, Western Hemisphere to Senator Barack Obama  
Francisco Sanchez, Policy Advisor for Latin America and the Caribbean; Chairman National Leadership Council, Obama For America  
Richard Fontaine, Foreign Policy Advisor to Senator John McCain  
Moderator: Andres Oppenheimer, The Oppenheimer Report, The Miami Herald  
**Salon: Granada**
- 10:15am – 11:00am Plenary: ENERGY: SOLUTIONS TO THE OIL CRISIS  
Arnaldo Vieira de Carvalho, Sustainable Energy Specialist at the Energy Division (ENE) of the Infrastructure and Environment Department (INE) of the Inter-American Development Bank (IDB)  
Carlos St. James, President, Argentine Renewable Energies Chamber and Managing Director, Santiago & Sinclair LLC  
Mauricio Nicholls, General Manager, Chevron  
Mustafa Mohatarem, Chief Economist, General Motors  
Moderator: Mimi Whitefield, Special Projects and Sunday Business Editor, The Miami Herald  
**Salon: Granada**
- 11:00am – 12:00pm Plenary: SECURITY IN LATIN AMERICA AND THE CARIBBEAN  
Panel Introduction: Samuel Lewis Navarro, Vice President and Minister of Foreign Affairs, Panama  
Monte Alejandro Rubido García, Executive Secretary of the National Public Security System, Mexico  
Gerardo Le Chevallier, Director of Political Affairs and Planning, United Nations  
Wilfred Elrington, Minister of Foreign Affairs, Belize  
Moderator: Andres Oppenheimer, The Oppenheimer Report, The Miami Herald  
**Salon: Granada**
- 12:00pm – 12:45pm Plenary: COMPETITIVENESS, TECHNOLOGY AND TRADE  
Remarks: Rebeca Patricia Santos, Minister of Finance, Honduras  
Remarks: Ricardo Esmahan, Minister of Economy, El Salvador  
Remarks: Felix Feddersen, Vice-president, Division of Managerial Solutions, HP Latin America  
Moderator: Andres Oppenheimer, The Oppenheimer Report, The Miami Herald  
**Salon: Granada**  
**Panel Sponsored by Hewlett Packard**
- 12:45pm – 2:00pm Principal Address & Luncheon  
Introduction: Anders Gyllenhaal, Executive Editor, The Miami Herald  
Speaker: Julio Cobos, Vice President, Argentina  
**Salon: Country Club Ballroom**

2:15pm – 3:15pm Dialogue: POLITICS AND MONEY  
Anthony Johnson, Ambassador to the United States, Jamaica  
Bayney Karran, Ambassador to the United States, Guyana  
Glenda Morean Phillip, Ambassador to the United States, Trinidad and Tobago  
Luis Gallegos, Ambassador to the United States, Ecuador  
Mariano Fernández, Ambassador to the United States, Chile  
Roberto Flores Bermudez, Ambassador to the United States, Honduras  
Moderator: John Yearwood, World Editor, The Miami Herald  
**Salon: Granada**

3:15pm – 3:45pm Principal Address: René Préval, President, Haiti  
Introduction: Anders Gyllenhaal, Executive Editor, The Miami Herald  
**Salon: Granada**

3:45pm Conference Closing  
Allan Gyllenhaal, Executive Editor, The Miami Herald  
Allan Rosenbaum, Director, Institute of Public Management and Community Service  
(IPMCS), Florida International University  
**Salon: Granada**

**Notice: 3:45 – 5:00 PM**

**President René Préval will host a Post-Hurricane Status Meeting**  
Open to Haitian Community in South Florida, Investors, Disaster Relief Organizations and  
Interested Parties  
**Salon: Merrick**