



# Agenda: Suramérica

N° 01 – January 2013

Editor

Fernando Prada

Editorial Committee

Francisco Sagasti  
Gonzalo Alcalde  
Mario Bazán

Research assistance

Romeld Bustamante  
Raul Cardenas  
Diego Espejo  
Pasko Kisic  
Fernando Romero  
Lucía Málaga

Proofreading

Nina Augustsson

Design:

Alexis Solano



Apartado Postal 18-1194  
Lima 18 – Peru

e-mail:  
newsletter@fni.pe  
www.fni.pe

This newsletter is supported by



**Rockefeller Foundation**

Innovation for the Next 100 Years

Rockefeller is not responsible for the content of this newsletter

## CONTENTS

Overview.....	1
The tourism race in the region: More than macro-events.....	2
Climate change in Latin America and the Caribbean: Between adaptation and mitigation .....	4
Responding to citizens' demands in Downtown Lima: Rethinking participatory process with a focus on public management.....	6
Collecting citizen's perceptions through play: An interview with Camila Vera, Luigi Valdizán and Tato Guerra-García.....	8
Miscellany section.....	9

# **South America:**

## **Trends and challenges for development**

Monthly Newsletter - Number 01 - January 2013

### **OVERVIEW**

Our first issue of 2013 starts with three important topics that are recently receiving much attention, but whose consequences and dynamics are difficult to grasp. These three topics deserve another look because the visibility of some events may hinder what are their actual potential in the future.

Our first article is about various countries in the South American region organizing macro-events in order to attract tourist and promote their service sector —where a great portion of informal jobs and precariousness exist. Governments are investing heavily in creating infrastructure and giving all the support that the private sector needs to organize successful events. Nevertheless, these events are just the tip of the iceberg: governments may be losing the opportunity of having a wave of tourist in the next ten years in order to extend benefits to a vast group of informal workers that depend on services that tourist demand, such as retailing, restaurants, and tours, among others.

Climate change is making things worse for vulnerable population in South American countries. Nevertheless, the rhetoric at negotiation tables still refers to the time when the Kyoto Protocol was being designed. Such clear division of responsibilities between developed and developing countries simply cannot hold in a post-Kyoto world. It is now that such divisions are becoming a insurmountable barrier to reach an agreement. Nevertheless, such divisions of interests, goals and coalitions has roots in the growing diversity of countries in the region, but they cannot be a pretext for not reaching a shared criteria to deal with global negotiations about climate change.

Participation was, two decades ago, the flavor of the month in development policies. Giving power to people in democracies was a correct strategy to improve social services and design public policies. Nevertheless, the growing gap between the political discourse on what participation can potentially bring and what actually achieves in most localities is giving ammunition to some authorities to reverse participatory processes. Again, cities need to be creative, not only by improving consultations with alternative techniques to reach people that has been reluctant to participate, but also by improving their internal bureaucratic processes to become more responsive and open to citizens' preferences.

—*Fernando Prada*  
FORO Nacional Internacional

## The tourism race in the region: More than macro-events

By: Pasko Kisic

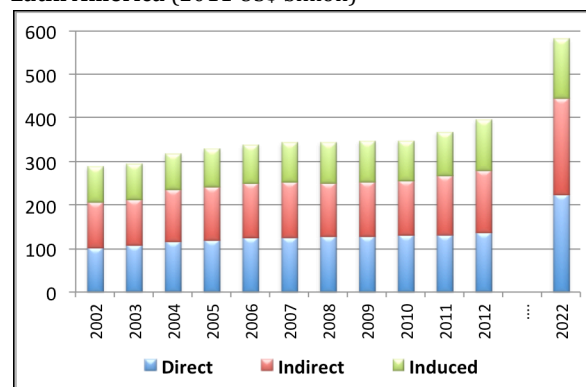
*Latin America is attracting a larger share of global tourism due to its diversity of cultures, geographies, and attractions; and the fact that countries are competing and investing heavily to become touristic hubs. This will have long-term impact on socioeconomic, political and regional integration issues.*

It has become usual for South American countries to hold international global audience events. This is not only because a burgeoning middle class and continued economic growth make this region an attractive marketplace, but also because countries have been aggressively promoting themselves, mobilizing private investment in order to become tourist hubs. Governments have supported private companies as a way to strengthen the service sector—which is labor intensive while generating linkages with other sectors. Through public investment in infrastructure, even small countries are now competing with Brazil and Argentina at organizing macro-events and attracting tourists, entrepreneurs and companies to attend.

There are several examples of this trend. Since 2009, Argentina, Chile and Peru are hosting the [Dakar rally](#), a well-known racing competition. Brazil will host the [FIFA's Soccer World Cup](#) in 2014 and the [Rio's World Olympics](#) in 2016. Peru has also become a hub for global meetings, such as the South American-Arab countries CEO summit ([ASPA](#)), the World Economic Forum ([WEF](#)) and the Asia Pacific Economic Cooperation ([APEC](#)) summit, just naming a few.

The World Travel and Tourism Council (WTTC) has released a study showing the socioeconomic impact of tourism in the Latin American region and projections until 2022.<sup>1</sup> Figure 1 shows that direct contribution of travel and tourism (T&T) in 2011 was US\$133 billion and will reach US\$224 billion in 2022. The impact goes beyond these figures: in addition to expenses on T&T services (direct); companies pay taxes and invest (indirect); and more jobs increase households' demand (induced). Taking all these effects into account, total tourism contribution will reach US\$600 billion in 2022 or one tenth of total GDP of the region. In terms of jobs, this sector will employ 8.7 percent of total labor in 2022 compared with 7.7 in 2011.

FIGURE 1. Total contribution of travel and tourism to Latin America (2011 US\$ billion)



Source: WTTC (2012)

The stakes are high and governments have seen the opportunity to promote tourism when supporting the private sector to organize such macro-events. Nevertheless, the promises of large revenues and short-term jobs tend to raise expectations and governments could turn a blind eye to social costs (externalities) that these activities generate. When journalists inform about potential negative impacts, their opinions are downplayed for not focusing on economic benefits. Short-term benefits are now the focus, but citizens will demand to have a say, more regulations or evaluating the long-term impacts in the future.

The Dakar Rally, which encompasses Argentina, Chile and Peru, has received direct support from these governments. The Chilean and Peruvian governments invested US\$2 and US\$5 million respectively, in infrastructure, media coverage and security for the event. In the 2012 edition, [revenues to the tourism industry](#) in Chile were US\$40 million, and US\$165 million in Argentina. The Ministry of Trade and Tourism of Peru estimates that the overall [economic impact of the rally was US\\$520 million](#)—US\$450 million on promotion of local destinations plus US\$70 million on activities linked to tourism services. While projections vary, the Peruvian National Chamber of Tourism estimates that [direct tourism revenues grow to US\\$400 million](#) in the 2013 Dakar Rally. Moreover, [hotels have been near full-capacity](#) in the

<sup>1</sup> World Travel and Tourism Council (2012) "[Travel & Tourism economic impact 2012: Latin America](#)" London: WTTC.

areas where the race developed. However, there were some negative impacts to take into consideration. UNESCO warned about the [potential damage to archeological sites](#) that are close to the race route, but there is few data about the actual impact and there will probably be no follow-up in such remote areas.

The preparation of the 2014 FIFA Soccer World Cup in Brazil shows how implementing an urban plan has triggered social and economic conflicts—but such measures are key to improve citizens' livelihoods. [The Brazilian government is investing US\\$15 billion](#), mainly concentrated in infrastructure such as stadiums, airports, and public transportation systems: the benefits could be close to US\$90 billion in the next 10 years. For example, investments in [telecommunication infrastructure amount to US\\$7.2 billion](#) and complements the 2016 Rio Olympic Games investment plan. Most of these benefits will continue after both events end. Moreover, public investment in both events should also trigger private investment to meet the demands of [goods and services, as well as energy demand for the 2014-2016 period](#).

This mega-urban project all over Brazil has been plagued with several difficulties. First, [as FIFA's secretary general has criticized](#), there are delays in projects aimed at increasing hosting capacity given the potential tourist flows. Second, there are serious doubts over the development and sustainability of new infrastructure, such as the [case of the Manaus stadium](#): this 42,000 people stadium in the middle of the Amazon region may have little use after the 2014 Soccer World Cup. Third, [corruption issues](#), [forced urban reallocations](#), and [interventions to "pacify" favelas \(shanty towns\)](#) have increased doubts about Brazil's ability to finish all the works in time and stay on budget.

Governments are right that the positive effects of supporting macro-events will exceed costs, but more attention to these details is required so that this model to support tourism is sustainable. For example, such events disrupt traffic, demand extra time from the police, and impose a heavy burden to neighbors in areas surrounding the events. There are recent good examples of how to manage these coming events. The city of London focused on [mitigating the impact of the Olympics by asking citizens to prepare for the event](#), a process dubbed "nudging". This experience shows how critical was the role of volunteers and a good communication policy to involve Londoners. These measures require additional budget and organizational capacities, and cities need to invest heavily in creating these capacities to reap the benefits of the next wave of tourists in this region.

In the next ten years, tourists visiting Latin American countries will double promoting direct and indirect investment, revenues, and jobs. Supporting macro-events is important, but governments should do more to expand these benefits to people that depend on the tourism sector—mostly [encompassing a myriad of small business, retailers, and low-qualified service sector](#) workers. Peruvian cuisine has been an important attraction during the event—a [sector that employs directly and indirectly five million workers](#) in all the productive chain from the field to the restaurant. However, Peru still needs to learn the lessons from more integrated tourism industries, such as Mexico's and international-event-hubs like Panama.

A strong service sector is a priority for the region, and governments should start implementing measures to mitigate the negative impacts of more tourists for the years to come. Revenues and economic linkages from touristic activities are now the focus, but there is still little attention to potentially conflicting social, cultural and urban-planning policies. Cities need to use available instruments more creatively. For example, in order to mitigate the impact over the environment, the Dakar organizers [purchased carbon credits](#) under the REDD mechanism to support two reforestation projects in the Madre de Dios region. The Lima Art Fest 2013 has [recuperated a historical site to use it as a venue](#) for different events, and private companies are targeting several "casonas" (old houses) in downtown Lima to apply this model.

Inviting tourists to Latin America should ensure them access to all the services they require, but this is just a first step. Governments, particularly at the local level, should create the conditions to mitigate the negative impacts of such activities; but more importantly, they need to implement measures that generate linkages to other economic sectors, particularly the service sector. When citizens perceive the benefits of such macro-events, they are more likely to grant a "social license".



# Climate change in Latin America and the Caribbean: Between adaptation and mitigation

By: Mario Bazán

*Climate change is increasing climate variability and vulnerability in the region, as countries attempt to balance the trade-off between development progress and environmental impact. Such goal has different implications for adaptation and mitigation policies due to the diversity of countries in the region.*

Climate change is one of the main challenges for Latin America and the Caribbean. Expanding the Kyoto Protocol for the period 2013-2020, as it was proposed during the last Conference of the Parties (COP-18), is in the interest of the countries in the region because it forces signatories to cut their emissions and most of them have lower CO<sub>2</sub> emission levels than industrialized and emerging countries (figure 1). The similarities end here: a division emerges between COP countries of the region, between those with high CO<sub>2</sub> emissions, often associated with the causes of climate change, and those more vulnerable to its consequences.

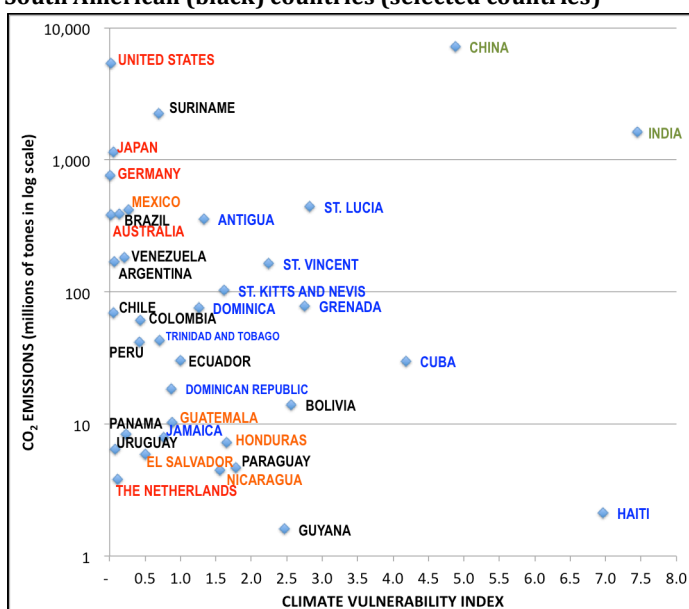
Excluding outliers such as small islands, Brazil, Mexico, Argentina and Venezuela are the main CO<sub>2</sub> emitters, well above any other country in the region. On the other hand, Central American countries and small islands, have the highest climate vulnerability index, compared to most South American countries and the big four CO<sub>2</sub> emitters. At the global level Latin America and the Caribbean is among the regions most vulnerable to climate change.

Even more divisions emerge as we analyze each case. Mexico and Brazil rank as vulnerable countries, yet they are also big contributors to global warming. Their economic size makes them one of the top eight greenhouse gas (GHG) emitters, only after China and India among developing countries. Brazil has one of the largest ecosystems of the planet, whose environmental services from biodiversity and carbon storage are largely threatened by economic development and deforestation. Even though Brazil increased its GDP 34 times between 1990 and 2008, its natural capital reduced by 25 percent according to the UN's Inclusive Wealth Report 2012. In general, the region is one of the main losers when GDP estimations take into account the depletion of natural resources.

Reaching the living standards of developed countries is proving costly to the environment in the region, although the experiences of some countries provide valuable lessons. While Brazil lost most of its forestry during the last two decades, Costa Rica has managed to double its forest cover while incorporating measures to put value to its environmental resources. As a consequence, Costa Rica has improved quality of life and has become a model of sustainable natural resource management. Although each case is unique, countries need to incorporate environmental variables in their development policies more aggressively.

Climate change is making this challenge more urgent, since climate variability are making countries in this region more vulnerable. One main shock is the variation of the mean average temperature. Events

**FIGURE 1. CO<sub>2</sub> emissions vs. climatic vulnerability Index (CV):** Developed countries (red); Caribbean islands\* (blue); emerging nations in other regions (green); Central American (orange) and South American (black) countries (selected countries)



Source: CO<sub>2</sub> Emissions from Fuel Combustion (2012 Edition), IEA, Paris; Quantifying Vulnerability to Climate Change, CGD, October, 2010.

\*No data or outdated data for Virgin Islands, Turks and Caicos Island, St. Martin, Saint Barthelme, Montserrat, Martinique, Guadeloupe, French Guyana, Cayman Islands, British Virgin Islands, Bermuda, Aruba and Anguilla.

affecting such variable occur in the form of El Niño and La Niña, cold and heat waves, landslides, floods and droughts. Even though they produce significant losses, these events are key for the regeneration of ecosystems, and have shaped the interactions between humans and nature for centuries. Combine other variables such as micro-climates, geography, ocean currents and winds, among others, and the potential impacts on the population, require a vast array of policies and instruments available for the communities to adapt and customize according to their particular needs and vulnerabilities.

The future scenarios about the impacts of climate change in the region are not favorable. According to the [IPCC's Fourth Assessment Report \(2007\)](#), the expected long-term effects include: (i) increased temperature and reduced soil moisture, that could progressively transform the Amazon tropical forest into savannas; (ii) changes in vegetation, since semi-arid areas will be gradually replaced by arid vegetation; (iii) significant losses of biodiversity and species extinction in tropical areas; (iv) lower productivity of important seeds, with negative impacts for food security, agricultural production and long-term food prices; (v) changes in the frequency and amount of rainfall and disappearance of glaciers, that could reduce the availability of water for human consumption, agriculture and energy generation; and (vi) more events such as flooding, storms, erosion and other events that deteriorate conditions of coastal areas, such as beach erosion, loss of corals and loss of local resources.

The future is not only looking grim for the coming decades. Economic growth explains why countries are investing in capacities to reduce vulnerabilities and starting to contribute with their share to mitigate climate change. For example, economic growth in countries such as Brazil, Mexico, Argentina and Venezuela, the big four regional countries, is closely linked to larger GHG emissions, but that also means that these countries now count with resources to implement their own low-carbon development strategies. They are now demanding more cooperation to have a broad range of instruments and solutions. For example, Low Emission Development Strategies (LEDS), through cooperation programs from OECD countries and international organizations, provide valuable alternatives to emerging countries.

Most developed countries have achieved high living standards although at a high environmental cost, that has made them responsible for the accumulation of GHGs in the atmosphere. Years ago, the negotiations for the current Kyoto Protocol occurred in a world where the dichotomy between developed/developing countries allowed for establishing a criterion to assign global responsibilities to cope with climate change. The current negotiations need to deal with the fact that the contribution of countries in the region to GHG emissions will rapidly increase, however with a low overall effect. The biggest four countries in the region need to work hard to establish a common negotiation position. Such quest could show their willingness to become leading regional players at reducing GHG emissions and help other countries to cope with the consequences of climate change through South-South Cooperation activities.

The argument of differentiated responsibilities between developed and developing countries in the Kyoto Protocol has justified some positions from governments and thinkers in the region, so that some of the emerging economies do not have to assume the costs of a cleaner development process. Similarly, the argument about irreconcilable positions among countries due to their different profiles regarding CO<sub>2</sub> emissions and climate change vulnerability, seems to negatively frame the countries' views in post-Kyoto regional negotiations. Nevertheless, none of these arguments would be able to justify intransigent positions to climate change at the international or domestic level in the coming years.

As threats associated with climate variability and climate change become more evident, people will press for bolder measures from their governments. At the same time, pressures to sustain economic growth may deter some governments to incorporate LEDS, but countries will need to clearly explain the negative consequences of high-emission growth in the long run. At the international level, national interests and perceived differences between countries are standing in the way for building a strong common position at post-Kyoto negotiations. A post-Kyoto Protocol that creates the broad array of instruments that countries in the region need to implement mitigation and adaptation policies and advance towards LEDS, depends entirely on the capacity of countries to build bridges and find common ground despite their differences.

# Responding to citizens' demands in Downtown Lima: Rethinking participatory processes with a focus on public management

By: Fernando Prada

*Local governments seeking to promote participation in their jurisdictions need to take attention to the process that transform inputs from participation into public policies. Moreover, they need to reflect why is it becoming harder to make citizens participate effectively.*

There is a gap between the potential benefits of promoting participation in the political discourse and the results that participatory processes effectively brings. On the one hand, the academic literature indicates that participation is a mean to improve public policies and social services:<sup>2</sup> by concerting policies, local authorities strengthen governance and include citizens' preferences. Others consider that promoting participation is also an end on itself,<sup>3</sup> because it creates social capital and responsible citizens.

On the other hand, every participatory process depends on local conditions, and the empirical evidence, mostly anecdotal, indicates that such conditions determine the outcomes. According to Mansuri and Rao (2011),<sup>4</sup> "local participation does not work when it is merely the *ad-hoc*, myopically directed, creation of a project (...) it works when it has teeth, when it builds on organic movements, when it is facilitated by a responsive center, when it is adequately and sustainably funded, and when interventions are conditioned by a culture of learning by doing."

These conditions are difficult to meet in almost every locality of South America. More generally, this situation could explain why most case studies and evaluations about participation indicate that [results from these processes are generally poor, which is leading to disillusionment and reversal of participatory reforms](#). Nevertheless, citizens in the

region value participation: more participation is among the top features that democracies should have according to about one third of citizens surveyed in Latinobarómetro (table 1).

Participation deserves another look, because it cannot solve problems magically and poorly managed can even be counterproductive. Consulting citizens, planning policies and gathering demands —denominated "deliberative participation"— does not directly produce results such as better policies or social services. Starting from surveys or workshops with citizens, there is a long way to produce results. Moreover, this way is paved with holes or "filtrations" —defined as any loss of information or inputs from participation. A study of the participatory process in Downtown Lima shows evidence of the challenges at managing participatory processes and making them work to provide solutions to citizens in the next ten years.<sup>5</sup>

The first group of filtrations occur when the authorities collect citizens' demands: who participate and who does not, how to better capture the visions and interest of diverse population and vulnerable groups, what are the mechanism to convoke citizens and whether they are timely advertised, and who prepares the agenda and facilitates the meetings. In downtown Lima, a district of 300,000 inhabitants, only 15 percent have participated in at least one participatory mechanism of the local government, and 60 percent of the rest who does not participate indicate that they had no information. Moreover, it is more likely that people

TABLE 1. What characteristics would improve the democracy in your countries? (2011)

	Less corruption	More social justice	More transparency	More participation	Better political parties	It's OK the way it is now
Colombia	63	42	54	40	17	4
Argentina	61	43	46	35	21	10
Peru	59	37	28	31	20	7
Paraguay	59	28	42	35	21	7
Brazil	58	45	20	33	21	10
Venezuela	49	30	20	25	21	20
Chile	49	53	44	39	14	7
Bolivia	46	28	29	36	16	12
Ecuador	40	32	17	25	28	15
Uruguay	39	33	27	25	14	25
Region	48	33	31	31	21	13

Source: Latinobarómetro (2011)

<sup>2</sup> World Bank (2004), *World Development Report: Making services work for the poor*, Washington D.C.: The World Bank.

<sup>3</sup> Crocker, D. (2008), *Ethics of Global Development: Agency, capability, and deliberative democracy*, Cambridge: Cambridge University Press; and Alkire, S. (2002), *Valuing Freedoms: Sen's capability approach and poverty reduction*, Oxford University Press, Oxford.

<sup>4</sup> Mansuri, G. and V. Rao (2011), *Localizing development: Does participation work?*, Washington D.C.: World Bank, p.306.

<sup>5</sup> Forthcoming evaluation study "De la participación a las políticas: Evaluando el impacto de la participación ciudadana en el Cercado de Lima", prepared for the Concurso MIRA of the Inter-American Development Bank but the team of researchers at FORO Nacional Internacional.

that participates have lower income, is relatively older or are affiliated to grassroots organizations. Some of the buildings to hold meetings with citizens are not adequate or located in dangerous locations, which may be discouraging the participation of women and people with disabilities.

A second group of filtrations happen when the local government process the inputs from consultation processes in order to respond to citizens: do local authorities respond to each demand separately or prefer to systematize and integrate demands in their strategic planning?; do officers register every request and the government provides a system to follow up demands? In the case of downtown Lima and despite the administration's efforts, most citizens still prefer to send specific demands rather than participate in consultations (which is a more complex form of citizen participation). Processing individual demands is slow, need constant attention from officers, and difficult to follow up by citizens. More importantly, there is little data about the impacts of policies and actions that have surged from participatory processes.

Despite these filtrations, which are common to any participatory process, the experience of downtown Lima shows that participatory processes should cope with both aspects at the same time. First, promote citizens' participation, organize consultations and find more creative ways to collect information from people to inform policies. Second, implement institutional mechanisms to systematize these inputs and manage a bureaucratic process that effectively respond to citizens' demands and introduce their preferences in public policies. Otherwise, participation becomes biased and ceremonial, thus failing at capturing citizen's interest. Sadly, this has been the story after fifteen years of having introduced participatory mechanisms in the Peruvian legislation: for example, the balance of local [government's participatory budgeting in Peru indicates that both tracks are not going in parallel](#).

Therefore, the main challenge consist on capturing again the interest of citizens to participate. Cities are becoming more diverse, thus vulnerable and minority groups could become even more invisible unless local governments invest on reaching them. Cities in developed countries have experimented with new methodologies to consult citizens, and several cities in South America have introduced some of them in their jurisdictions. As a pilot in coordination with the local government, FORO Nacional Internacional implemented a battery of six consultations with kids living in shanty towns, in order to create future scenarios for Lima. Using dramatization and clown techniques, three professionals could effectively gather powerful messages from kids thinking about the problems and future of their city (see box 1 at the end of the article). Moreover, they can be implemented at a very low cost through training volunteers.

There is a menu of reforms that local governments will try to improve participation and make it more effective, if they are willing to give priority to participatory processes and invest smartly. As middle class grow, citizens will demand more channels to participate; and cities need to be creative. It is becoming more common for politicians in the region to tweet and have a direct connection with citizens. The next step is taking advantage of the potential of communications technologies to gather information from citizens and to engage young people. This is still a promise in most cities, but the region is becoming more connected. Advocates of electronic voting indicate that in the future it could be possible to reduce costs of consultations through cellphones, electronic surveys and other similar channels.

Participatory processes need to effectively respond to citizens demands, and clearly inform what are the outcomes of citizens' participation. This requires better internal bureaucratic processes and adequate communication channels between offices that promote participation and those offices in charge of implementing projects or decision-making. Participatory budgeting is an area where few cities in South America (mainly in Brazil and Colombia) have set up mechanisms so that citizens can follow up the results from their decisions. Nevertheless, citizens will demand more power in decisions that affects their neighborhoods such as planning public spaces, deciding over the provision of social services, and prioritizing urban development projects. Devolving power through participation processes comes at a cost that local governments are not always willing to pay. Collecting information about how participation processes have worked in different contexts will provide cost-effective solutions for governments willing to give another chance to improve citizens' participation.



## Box 1. Collecting citizen's perceptions through play: An interview with Camila Vera, Luigi Valdizán and Tato Guerra-García

By: Andrea Huaranga

*A group of kids and teenagers of the Asentamiento Humano “José Carlos Mariátegui” participated in future scenario workshops to show that it is possible to gather their perceptions and opinions through creative non-intrusive methodologies that mix play, drama and clown techniques.*

The project “Challenges to 2040: Informal City Dialogues”, implemented by FORO Nacional Internacional in Lima, teamed with Camila Vera, Luigi Valdizán and Tato Guerra to test different methodologies to reach kids in vulnerable zones and collect their perceptions about the future in a systematic way using dynamics based on different artistic expressions and playful dynamics.

According to the facilitators, one positive advantage of using arts and clowning is to allow kids and teenagers to express their ideas freely and spontaneously. By using these techniques, participants provide valuable information without external pressure, as could be the case of surveys or focus groups. Camila Vera indicated that the authenticity in responses was possible through dynamics based on impersonating different characters: “(theater) allows individuals to explain what they feel and think through interpreting stories from other characters. This gives freedom so that people can say how they really feel.”

For example, kids were asked to create a shared story where everyone brought their everyday experiences to imagine the future of the city. In front of an open book, participants were able to eliminate shyness when imagining a future of the City of Lima through these stories. As mentioned by Luigi Valdizán, such alternative techniques can get results in a context of scientific research: “Research can also apply unconventional tools, such as theater or play (...) in order to avoid discussion groups where people want to respond “correctly”. Theater can bring sincere responses, particularly in a context where participants work with people they don’t know during a two-hour session.”

These techniques are also flexible. In one workshop with kids, parents wanted to see what their kids were doing during the workshop even though they were asked to leave them alone to express themselves freely. An extra technique in the set of tools of moderators came to help: parents were asked to write a letter to their children that would be opened in 2040. Although they were not directly involved in the workshop, the atmosphere was conducive to think about how they wanted it to be the future of their children —and these letters will be processed to complement what kids think about the future of the city.

Therefore, these workshops not only collect information through the perception of participants. As Tato Guerra- Guerra indicated: “(this) is a methodology that also connects people with lots of positive things such as play, respecting the participation of others, working in teams, and the importance of respecting what others think and say to create a shared idea about the future.” Visual arts also played a role during the workshops, because through drawings, participants informed others about their vision of Lima in 2040.

There are several lessons learnt from applying these techniques. As noted by Luigi, Camila and Tato, you can design different plans to structure consultation in order to obtain the information needed and plan dynamics allowing a certain amount of time each one. During the sessions, it is clear that each group handles their time differently, and adding this experience is important because it allows to manage time better and improve facilitation skills. Such flexibility shows that using theater and clown techniques can be successfully replicated in other settings at a low cost. The next step is to systematize such findings to inform public policies in local governments by reaching a more ample group of citizens.

FIGURE 1. Planning future scenarios in Asentamiento Humano “José Carlos Mariátegui”



Source. Workshop under the project “Challenges to 2040: Informal City Dialogues”.

## Miscellany Section

### **Unemployment is falling in Latin America and the Caribbean**

Unemployment has reduced from 10 percent in 2000 to 6.4 percent in 2012 in Latin America and the Caribbean. It may even further decline to 6.2 percent in 2013 according to the [International Labour Organization \(ILO\)](#). Averages hide differences between countries. Ecuador has experienced the largest reduction, above one point in 2012 compared to 2011, while reductions in Brazil, Peru and Chile were between 1 and 0.5 percent, in Colombia and Venezuela was less than 0.5 percent, and have remained constant in Argentina and Uruguay. Only in Paraguay has unemployment increased.

Almost ten years ago, [a report from the Inter-American Development Bank \(2005\)](#) suggested a scenario where economic growth would not lead to higher employment levels. Nevertheless, the recovery after the 2009 financial crisis has also reduced unemployment to historically low levels. Some governments have attempted to increase the minimum wage as a means to improve the quality of jobs, but such measures have not triggered inflationary processes yet. Other governments that have focused on creating a favorable investment climate are associated with higher economic growth rates. A consensus is emerging that supporting private sector initiatives and entrepreneurship is effectively helping countries to reduce unemployment. The region has avoided a jobless recuperation after the financial crisis, but as some economies reach historical unemployment levels, attention to job quality will increase.

### **Reading trends and what they mean for educational objectives**

In 2008, [a Foro Nacional Internacional report identified several trends related to the future of books](#). The [latest edition of the Consumer Electronic Show \(CES\) 2013](#) provides some evidence of the consolidation of some of these trends. The CES showed how e-readers have captured the attention of the industry, and how plastic devices and flexible screens will be the next wave in consumer technologies. These developments could help to attach educational objectives. For example, the CES shows that some technologies could become cost-effective alternatives to induce reading habits for kids —bridging educational policies and new technologies.

Educational problems due to the lack of reading habits in Latin America and the Caribbean (LAC), is a persistent problem. Although the literacy rate has reached 91 percent, women's rate is still 88 percent. Government efforts have reached most of the population but current policies are not enough for the remaining ten percent. For example, the [One-laptop-per-child](#) program distributed [800,000 laptops](#) in Peru, but [the elementary student population is more than 3.7 million students](#). There is no data about how this program reached the poorest districts, but such technologies could be a good option to reinforce reading habits. [A survey in the US estimates that more than 40 percent of its population has used e-readers](#) and the average number of books read by e-reader users is [24 books per year](#). Achieving similar levels in LAC countries will require reforms in educational strategies, but also an impulse from publishing houses and authors, among others, to create materials and publications. Sooner than later, e-readers will become cost-effective instruments to promote reading habits.

### **From New York to Lima: Community development through the Arts**

[R.Evolución Latina](#) is an organization based in New York that empowers the Latino community to reach their full potential as community leaders and promoters of the Arts in their communities. The main objective is to discover and improve the abilities of American artists, supporting and inspiring them through scholarships to train with the best teachers and other artists that previously received this support in their communities. The "[Beyond Workshop Series](#)" is a R.Evolución Latina program created by the Broadway choreographer Luis Salgado that replicates similar initiatives in Latin American countries. With the support of 'Pura Vibra Producciones' in Lima, the program identified the best local teachers of dance, singing and acting to select 60 artists to participate in the program. The selected artists then participate in several workshops and receive training to build their confidence and develop leadership skills necessary to promote more talents in their communities.

By promoting art through trained community leaders and artists, the organizers seek a snowball effect in vulnerable communities. This idea has been implemented in Asia, Europe and America; and Peru and Colombia are the first countries in South America to have this workshop. There is evidence that these initiatives offer productive alternatives for young people to drugs, alcohol and crime and such social problems, by teaching them discipline and love for arts. Moreover, [European and American universities are already teaching those skills](#) in a systematic way: small scale initiatives such as the "[Beyond Workshop Series](#)" should provide case studies and analysis of impacts of similar initiatives. Nevertheless, these initiatives are mostly based in voluntary work or external funding, both scarce. In the following years these ideas need to find sustainable business models, probably encouraging more public funding from local governments.

### **Internet governance for science and technology issues**

The recent [death of Aaron Swart](#), an American that was going through a judicial process for having downloaded and distributed four million articles from JSTOR for free, is one of several events that stretches the limits of regulation. The [World Conference on International Telecommunications \(WCIT\)](#) in Dubai in January 2013, struggles to come up with common criteria to deal with problems caused by different uses of the Internet. But this is a matter of balance, as the Latin American and the Caribbean (LAC) experience suggests. Internet facilitates the dissemination of knowledge in LAC countries. For instance, nine countries have promoted associations between universities to develop [a project to distribute scientific publications for free](#), in order to create not only a repository but a network of repositories. This network could benefit around 700,000 teachers, 70,000 researchers and 15 million students in the region. Nevertheless, lack of capacity to enforce regulations is creating some problems.

Property rights sometimes put limitations to government policies aimed at encouraging knowledge generation in their scientific strategies. Weak protection of property rights, on the other hand, may discourage innovative activities—for example, [Peru only registers 0.2 patent requests per million people](#), while the world average is 208. Moreover, wrong information that flows freely in Internet [may bias the public discourse](#) on scientific news and new technologies. In that sense, the Internet can help to close knowledge gaps, but it could also provide inaccurate contents, particularly regarding science and technology issues. In the next years, regulators in the region will seek a balance between Internet uses and a healthy “cyber-environment”.

### **Traditional usages of the coca leaf in Bolivia: A balance after legalization**

The UN’s Convention on Narcotic and Drugs recently admitted the traditional usage of the coca leaf in Bolivia. Official results suggest good advances at combining management of traditional cultivation and use of coca leaf, with a credible cocaine eradication policy: [Coca leaf areas reduced in 12 percent](#) and went from 31,000 Has. in 2010 to 27,200 Has. in 2011; and the amount of coca leaf area eradication increased 28 percent in 2011 compared to 2010. At the same time, global narcotic markets are also changing. For example, the market value of cocaine has increased from US\$353 million in 2011 from US\$310 millions in 2010, while confiscations reduced from 1,015 Ton. in 2010 to 603 Ton. in 2011.

Bolivia, as one of the main producers of coca leaves, will receive the impact of such growing market but [it will be entrapped in a policy dichotomy](#) of “coca leaf = drug” policy, that puts emphasis in prohibition; and “coca leaf=sacred” policies, that treats coca leaves as an economic resource and a tradition, but contradicts current mainstream policies in the fight against drugs. But this could get more problematic in the future. According to President Morales, Bolivia’s next goal is to promote coca leaf exports. [China may be one of the first clients](#) for the production of tea, but it is currently awaiting the favorable opinion of ALBA (Bolivarian Alliance for the People of the Americas) countries. These measures may break the current dichotomy and allow for more rationale (and legal) uses of coca leaves. However, such measures should be accompanied by the necessary legal amendments, new specialized technologies for monitoring crops, and a credible implementation process monitored by the international community.