



Willemstad, Curaçao, May 17 to 20, 2022

FINAL REPORT

General Secretariat
June 2022

FIFTY-SECOND REGULAR MEETING OF THE ALIDE GENERAL ASSEMBLY

The Fifty-second Regular Meeting of the General Assembly of the Latin American Association of Development Financing Institutions (ALIDE), properly convened as provided for in its By-laws, was held on May 17 to 20, 2022 at the Curaçao Marriott Beach Resort Hotel in Willemstad, Curaçao. It was organized by ALIDE and Curaçao's Sustainable Development Corporation (Korpodeko), with the collaboration of the Inter-American Development Bank (IDB), S&P Global Market Intelligence, and Sureco & Partners, as Meeting Allies, and the following corporate partners: Aqualectra, HBN Law & Tax, Bureau Telecommunicatie en Post, Curazao Investment and Export Promotion Agency, Blue Nap Americas, APC, Central Bank of Curaçao and Sint Maarten, Curazao Airport Holding, Ennia, Curazao Ports Authority, Flow Business, Obna Bank and Curazao Tourist Board.

OBJECTIVES

The key topic, "Innovative Technologies and Digitalization to Boost Latin American and Caribbean Development," was addressed with the intention of analyzing it in three dimensions: the first, as a global panorama of LAC's economy and the technological changes that are reworking production processes and services; the second, dwelling on its finances, financial services digitalization and its future; and the third, the opportunity for investing in resilient production, social, and telecommunications infrastructure, and integrating new technologies with a view to boosting economic growth and the development of environmentally sustainable and intelligent territories. In all of these dimensions, access to financing serves as a key determinant for the adoption and application of these important technological advances in production, social and environmental sectors. As a result, development banks and financial institutions are called upon to play a leading role as financial sources and catalysts of the demands for investment finance for the creation and adoption of these new technologies in the development process.

AGENDA

In order to take up the cited aspects, the Agenda for the Meeting was structured to address the following issues:

KEY TOPIC: Innovative Technologies and Digitalization to Boost Latin American and Caribbean Development.

TOPIC I: Opportunities for Latin America and the Caribbean in an emerging technologies-based economy.

TOPIC II: Digitalization and transformation of finance and of the development banking system.

TOPIC III: Investments in resilient infrastructure and development of intelligent territories.

In addition, the following issues were addressed as special topics:

- Caribbean Seminar: Investment opportunities for building a resilient economy in the Caribbean and cooperation with the Latin American development banking system.
- Presentation: Infrastructure finance via PPPs – ALIDE-IDB PPP Group, 2022-2025 Work Plan.
- Presentation: Watershed development as a tool for sustainable climate proofing.
- Session: Climate risk management for development banks: from climate risk "heat maps" to resilient investments.
- Panel: Opportunities and challenges for the financial inclusion of women's enterprises in Latin America and the Caribbean.
- Alliance of Subnational Banks Session: The role of subnational development banks in enhancing implementation of the Green Climate Fund's urban transportation strategy in Latin America and the Caribbean.
- CAF Session: Presentation of the Latin American and Caribbean Carbon Market Initiative (ILACC).
- Session: How can de-risking or debanking be confronted in small economies?
- Session: Development finance and the transition towards a greener and more climate-resilient economy.
- Presentation of the Platform and Digital Tools for Development Banking in Latin America and the Caribbean.

PARTICIPANTS

A total of 265 participants from banks and development finance institutions and from international organizations took part in the meeting, as delegates, observers and guests, both in person and virtually. Of these, 194 were from institutions of 22 Latin American and Caribbean countries; 22 from institutions of 9 extra-regional countries; and 49 from 17 international organizations. The Final List of Participants is attached to this document.

AUTHORITIES

During the Preliminary Session, Mr. Chesron Isidora, CEO of the Curaçao Sustainable Development Corporation (Korpodeko) was unanimously elected Chairman of the Fifty-second Regular Meeting of the ALIDE General Assembly, at the proposal of Uruguayan delegate, Lorena Sánchez, of Banco de la República Oriental del Uruguay (BROU).

PROCEEDINGS

The Meeting of the General Assembly was held in the Royal Salon of the Curaçao Marriott Beach Resort Hotel, where all of the programmed sessions took place.

ALIDE's National Coordinators held their meeting and the Association's Executive Committee gathered on Tuesday, May 17, prior to the inaugural session of the General Assembly. The first Seminar also took place on that date, dedicated to the Caribbean region and dealing with the subject of "Investment opportunities for building a resilient economy in the Caribbean and cooperation with the Latin American development banking system."

INAUGURAL SESSION

The speakers at the inaugural session were ALIDE President, Mr. Carlos Linares; the President of Korpodeko, Mr. Shurmel Elias; the Prime Minister of Curaçao, Mr. Gilmar Pisas; and the Minister of Economic Development, Mr. Ruisandro Cjintje.

In his address, the President of ALIDE pointed out that *"the pandemic brought to the surface many serious problems created by the lack of connectivity."* He referred specifically to the difficulties experienced in the Latin American and Caribbean region, stressing the importance of boosting support and finance for development. *"Recent events should alert us to the importance of boosting trade and investment, cooperation and the exchange of knowledge, and revitalizing regional and intra-regional relations, in order to achieve greater economic growth."* He also underscored the importance of *"developing the digital ecosystem and supporting innovation and technological development,"* in order to make the adoption and implementation of these new technologies more efficient.

In his opening speech Mr. Shurmel Elias, Korpodeko President, stated that *"the fact that this Assembly is being held in Curaçao attests to the importance of alliances between Latin America and the Caribbean."* He went on to thank ALIDE for taking the decision to hold such an important meeting on the island, under Korpodeko's organization. Mr. Elias likewise pointed up the significance of the various different workshops *"in the hope that we will be able to sustain an exchange of opinions and create alliances that will enable us to advance our activities as financial institutions that contribute to economic development."*

The Minister of Economic Development, for his part, pointed up the fact that *"the island's economy continues to remain fragile,"* in reference to the challenges and threats it confronts to revive its economy, mentioning also that *"means remain to be explored in regard to sustainability, digitalization and green investments, that would produce income and open up new possibilities for development."* He, further, acknowledged the need to refashion the economic and financial fabric of the island, where the expectation is to be able to explore in greater detail options for investment and planning with Latin American partners by *"uniting efforts and learning from good practices,"* in order to thus be able to *"combine resources and establish transnational alliances."*

The Prime Minister, lastly, stated that *"the ALIDE Assembly in Curaçao offers a unique opportunity to strengthen ties among Latin American and Caribbean financial institutions,"* going on to add that *"to the Caribbean, it constitutes a platform for expansion and joining Latin American institutions, as well as for making use of common knowledge to transcend our limitations and differences."* He concluded by declaring that the ALIDE Meeting *"will enable us to examine and discuss common issues in order to better prepare ourselves to confront coming challenges,"* thereby considering the Assembly to have been inaugurated.

KEYNOTE PRESENTATION

The keynote presentation featured the words of Mr. Hyginus Leon, President of the Caribbean Development Bank (CDB). His message focused on three main issues, viewed from a Caribbean outlook: a) the role of finance in putting together an agenda for the region's transformation; b) the need to differentiate among the various different financing methods; and the c) imperative reasons for supporting innovative development finance.

Mr. León stated that *"finance is not an end in itself, but, rather, a vehicle for reaching the greater goal of sustainable development, which is to be found in our agenda for the transformation of Latin America and the Caribbean."* He went on to emphasize that *"in order to achieve true transformation, resilient ecosystems will have to be constructed,"* centering on the following aspects: social, production capacity, environmental, institutional, and financing.

He further underscored the importance that *"inasmuch as not all financial instruments are created in the same way, it is essential for us to distinguish among the financial conditions for rescue, recovery and repositioning in the long-term and to provide a series of instruments that can be coherently combined to fulfill diverse needs, while at the same time we ensure adequate governance guarantees."* In other words, we must have instruments that will enable us to fulfill immediate needs for liquidity following a natural disaster; resources available for recovery, as backing for national budgets, that would satisfy a short-term need and that would make it possible to resume activities following a crisis; and lastly, repositioning in the long-term aimed at making the economies more competitive, highly productive and inclusive.

To conclude, he pointed out that connectivity at all levels –physical, digital and cultural, - together with financial instruments with multiple sources and the development of alliances and a capacity for implementation would contribute toward aligning all efforts and projects with the SDGs, enhancing the countries' economic development and resilience. He went on to add that *"with its well-established network of financial institutions, ALIDE is in a good position to work together with the financial institutions of our region to forge and consolidate these alliances"* and that *"having adequate and accessible financing, creating opportunities in response to demands and promoting alliances will not produce optimum and sustainable results, unless they go hand-in-hand with a capacity for implementation."*

PLENARY SESSIONS

- The **First Plenary Session** addressed the topic "Opportunities for Latin America and the Caribbean in an emerging technologies-based economy," under the chairmanship of Mr. Emiliano Fernández, Director of Agencia Financiera de Desarrollo (AFD) of Paraguay. Mr. Edgar Pérez, international expert on technology and finance made the principal presentation virtually from China. The panelists consisted of Ms. Claudia Arce, Director for Latin America and the Caribbean of the KfW German Development Bank; and Messrs. Ivan Cornejo, Director for International Financial Institutions of NAFIN, Mexico; and Lukas Wellen, Director, Fern Software, of the United Kingdom; and, virtually, Mr. Ricardo Rivera, Head of the Department of Technology and Connectivity-Intensive Industries of Banco Nacional de Desenvolvimento Econômico e Social (BNDES), Brazil.
- A virtual presentation was made in the **Second Plenary Session** by Ms. Sandra Péloquin, International Relations Director, and Jean-Sébastien Charest, Vice-President and Digital Transformation leader of the Business Development Bank of Canada on the topic "Digitalization and transformation of finance and of the development banking system," under the moderation of Mr. Juan Carlos Pérez, Director for Latin America Latina of S & P Global Market Intelligence. The participating panelists were Messrs. Juan Cuattromo, President of Banco de la Provincia de Buenos Aires (BAPRO); Javier Díaz Fajardo, President of Banco de Comercio Exterior (BANCOLDEX), Colombia; Gerardo Almaguer, CEO of Desarrollo Internacional Desjardins (DID); and Elías Bethencourt, Director for Latin America of the AIS Group, Mexico.

- “Investments in resilient infrastructure and development of intelligent territories” is the topic discussed in the **Third Plenary Session**, under the chairmanship of the main speaker, Mr. Henrique Pissaia, FONPLATA-Banco de Desarrollo executive. Serving on the panel were Mses. Sandra Gómez, President of Financiera de Desarrollo Territorial (FINDETER), Colombia; and Rosario Casero, Director General of Business of Instituto de Crédito Oficial (ICO), Spain; and Messrs. Francisco Demichelis, Senior Specialist of the Inter-American Development Bank (IDB) Connectivity, Markets and Financial Division; and Darick Jonis, CEO of Aquallectra, Curaçao.

SPECIAL SESSIONS

- The **Seminar** dedicated to the Caribbean took up the topic **“Investment opportunities for building a resilient economy in the Caribbean and cooperation with the Latin American development banking system”**. It was divided into two panels; the first addressed the issue of resilient infrastructure for the Caribbean with development finance institution support, under moderator Steven Coutinho, an international financial expert, and panelists Mr. Darick Jonis, CEO of Aquallectra, Curaçao; Ms. Alexandra Almeida, Senior Loan Officer for Operations in Latin America and the Caribbean, of the European Investment Bank (EIB); and Mr. Dirk Jan de Graaff, CEO of DCSX.

The second panel explored the subject of digital currencies and fintechs as a possible solution for the Caribbean. Mr. Frank Comito, Adviser to the Association of Caribbean Hotels and Tourism, opened the Seminar with a keynote presentation. Panelists Messrs. Javier Manzanares, Co-CEO of ClimateCoin, Daniel Coheur of Tokeny and, virtually, Fernando Martínez, Director General of OSL, discussed the issue under the direction of moderator, Mr. Oswin M. Eleonora, President of the ZINICA Group.

- The virtual presentation, **“Infrastructure finance via PPPs – ALIDE-IDB PPP Group, 2022-2025 Work Plan,”** was made by the Coordinator of the Regional Group, Mr. Juan Martínez Alvarez, of the IDB.
- Dr. G.R. Chintala, President of the National Bank for Agricultural and Rural Development (NABARD), of India was in charge of the presentation **“Watershed development as a tool for sustainable climate proofing”**.
- At the virtual session **“Climate risk management for development banks: from climate risk “heat maps” to resilient investments,”** Gianleo Frisari, IDB Senior Economic Specialist, explained the context and goals of this tool, while more detailed information about the subject was discussed by Ms. Caroline Fouvet, Project Manager, and Mr. Alvaro Linares, Analytics Expert, both from the Willis Tower Watson consulting firm. Ms. Mariana Paula Pereda of BDMG, Brazil, and Mr. Ángel O'Dogherty Madrazo of FIRA-Banco de Mexico explained the lessons learned from its use.
- **“Opportunities and challenges for the financial inclusion of women’s enterprises in Latin America and the Caribbean”** is the title of this virtual panel, in which the moderator was Mrs. Mariana Martinez, Regional Leader of FinEquity ALC, and the panelists were Ms. Natalie Goff, General Manager of Development Finance Corporation (DFC), Belize; and Messrs. Roberto Romero, Board Chairman of Corporación Nacional de Finanzas Populares y Solidarias (CONAFIPS), Ecuador, and Mario Salazar, President of Banco de Desarrollo de El Salvador (Bandesal). Ms. Cristina Lopez, Consultant on Gender and Financial Inclusion Issues, presented the IDB publication “Better practices for financing women’s MSMEs in Latin America and the Caribbean”.
- The Alliance of Subnational Development Banks of Latin America and the Caribbean was responsible for the session on **“The role of subnational development banks in maximizing implementation of the Green Climate Fund urban transportation strategy in Latin America and the Caribbean”**. Mrs. Mélissa Kerim-Dikeni, FMDV Program Director, chaired the session, the main presentations being given by Messrs Arturo Ardila-Gomez, World Bank Lead for urban mobility and Head transport economist; and Naresh Pradhan, Principal Transport specialist of the Green Climate Fund (GCF) Mitigation and Adaptation Division. Two panel discussions were also held. The first, in a virtual format and consisting of Ronny Suárez, ALIDE Project Manager; Jone Orbea, UNEP ROLAC Team Head; Andrea Fernández, Managing Director for Climate Finance, Knowledge and Partnership of C40; and Delia Sanchez, Planning and Assessment Director of BANOBRAS, Mexico, took up the subject of support for SDB capacities for acceding to and channelling climate funds at the subnational level. The second panel discussed how to promote cooperation for reinforcing public and private intermediation at the national and local levels. The panelists were Messrs. Cesar Vargas, Senior Executive of CAF – Development Bank of Latin America’s Financial Structuring Division; Francisco Demichelis, Senior Specialist of the Inter-American Development Bank (IDB) Connectivity Division, and Miguel Mendez, Head

of Strategic Alliances and International Cooperation of the Central American Bank for Economic Integration (CABEI); and Ms. Valerie Isaac, Coordinator of the Caribbean Development Bank's (CDB) Environmental Sustainability Unit. Mrs. Emilie Maehara, FMDV Deputy Executive Director, opened the session and read the conclusions at its end.

- Ms. Gladis Genua, ILACC-CAF Director, presented the **Latin American and Caribbean Carbon Market Initiative (ILACC)** organized by CAF – Development Bank of Latin America. She explained the concept, importance and proposed work plan of the Initiative, which aims to boost the global competitiveness of carbon credits generated in the region. Dr. Emilio Lebre La Rovere, Director of the Federal University of Rio de Janeiro's Climate Center presented a Technical Note on the Diagnosis of the Carbon Credit Market in Latin America and the Caribbean. A panel discussion also took place, moderated by Federico Vignati, CAF Principal Executive, with Mses. Verónica González, Carbon Market Coordinator in the Panamanian Ministry of the Environment; Maria Alejandra Cantuarias, Director, Amazon Forests Market, BAM, Peru; and Natalia Arango, CCO, CERCARBONO, Colombia; and Messrs. Frédéric Perron-Welch, Climate Law and Policy Expert, UNRISD; Daniel Galván, UNFCCC Technical Official, United Nations, Panama; and Bruno Laskoswky, Capital Markets Director, BNDES, Brazil, who participated virtually, acting as panelists. The session concluded with the reading and signing of the Initiative Report.
- At the session on **“How can de-risking or debanking be confronted in small economies?”** Mr. Giorgio Trettenero, Secretary General of Felaban, made the principal presentation and the commentators were Mses. Susan Wong of the Central Bank of Curaçao and Sint Maarten and, virtually, Amalin L.A.C. Flanegin, General Manager, Supervision and Legal Affairs, Central Bank of Aruba.
- Mrs. Jessica Jacob, CEO, Sureco & Partners, acted as moderator of the session **“Development finance and the transition towards a greener and more climate-resilient economy,”** which was divided into two panels. The first addressed the subject from an international perspective and the panelists were Ms. Adama Mariko, FiCS Secretary General, French Development Agency (AFD); Messrs. Daniel Best, Projects Director of the Caribbean Development Bank (CDB) and Miguel Mendez, Head, Strategic Alliances and International Cooperation, Central American Bank for Economic Cooperation (CABEI); and Kristin Lang, European Investment Bank (EIB) Head of the Latin America and Caribbean Division. The second panel, consisting of Mr. Adolfo Cáceres, President of the Fondo para el Financiamiento del Sector Agropecuario (FINAGRO), Colombia; Ms. Lorena Sánchez, Manager for Economic Advisory Assistance of Banco de la República Oriental del Uruguay (BROU); and, virtually, Mr. Rafael Guerrero, Assistant Director, Water and Environmental Projects, Banco Nacional de Obras y Servicios Públicos (BANOBRAS), Mexico took a national approach.
- **The Platform and Digital Tools for Development Banking in Latin America and the Caribbean** was presented through a video showing the different initiatives/tools lodged in this “hub.” Virtual statements were made by Mr. Daniel Titelman, Director of ECLAC's Economic Development Division, who presented the Community of Practice Platform; Ms. Maria del Carmen Fernández and Pau Puig, Specialists, IDB, who presented the Digital Banking platform; Mr. Enrique Nieto, IDB, who commented on the PPP platform; and Ms. Andrea Azeredo, Adviser to the Concessions Officer, BNDES and Mr. Roberto Camarena, Banobras Manager for Project Institutional Relations, who presented the ALC Projects platform.

SESSION ON INSTITUTIONAL MATTERS

The Session on Institutional Matters of the Fifty-second General Assembly was held on Friday, May 20 under the chairmanship of ALIDE President, Mr. Carlos Linares. The following agreements were adopted by the General Assembly:

- a) It approved ALIDE's Annual Report and Financial Statements for 2021.

- b) It ratified the **incorporation as ALIDE members** of the following institutions:
- Desenvolve SP – Agência de Fomento do Estado de São Paulo, as an Active member
 - Banco Regional de Desenvolvimento do Extremo Sul (BRDE), as an Active member
 - Instituto para el Desarrollo de Antioquía (IDEA), as an Active member
 - Aruban Investment Bank (AIB BANK NV), as an Active member
- c) It approved **ALIDE's 2022-2023 Work Program** and **budget** for 2022.
- d) It attested to the Association's **appreciation** for the support and collaboration of the following member institutions, international organizations, cooperation agencies, and national entities, in the execution of ALIDE's programs and activities over the year 2021: KfW German Development Bank; Banco de Inversión y Comercio Exterior (BICE), of Argentina; Banco do Nordeste (BNB), of Brazil; Banco de Desenvolvimento de Minas Gerais (BDMG), Brazil; Caja de ANDE, of Costa Rica; Aplicaciones de Inteligencia Artificial (AIS), Spain; French Development Agency (AFD); Banco Nacional de Fomento (BNF), of Paraguay; European Investment Bank (EIB); Inter-American Development Bank (IDB); CAF-Development Bank of Latin America; and Economic Commission for Latin America and the Caribbean (ECLAC).
- Banco de la Provincia de Buenos Aires (BAPRO) received a special congratulation, with a gift, on the celebration of its 200th institutional anniversary.
- e) **Venue of the Fifty-third General Assembly.** The ALIDE General Secretariat was instructed to continue consulting member institutions as to their country's interest in serving as the venue for the next meeting of the General Assembly in 2023.
- f) The General Assembly heard the words of Messrs. Juan Antonio Ketterer, Chief of the Connectivity, Markets and Finance Division of the IDB in regard to the continued efforts of the IDB and ALIDE; and of Alan Elizondo, Director General of FIRA-Banco de México, extending an invitation to participate in the Seventh World Congress on Rural and Agricultural Finance to be held this coming November 23-25, 2022 in Morelia, Michoacán, Mexico.

ALIDE 2022 PRIZES. Prizes were awarded during the General Assembly for good practices in development banking, making it possible to identify and distinguish the best product and service innovations in Latin America and the Caribbean, in order to honor and highlight the work being done by the institutions towards advancing the economic and social development of the region's countries.

This year, prizes were awarded to the following programs/products:

- **Category: Financial Products**

- **Program: Pari-Passu Guarantee (ppg) of Sociedad Hipotecaria Federal (SHF), Mexico.** Its purpose is to protect financial institutions that have granted home building loans from non-repayment of those loans by ensuring coverage of a percentage of each guaranteed loan, thereby reducing losses from non-compliance. By the close of 2021, SHF had guaranteed 3,296 loans totaling US\$8,968 million to multipurpose banks, registering 105,708 shares of housing stock.
- **Program: Student Financing - FNE P-FIES of Banco do Nordeste de Brasil.** This program offers financing at better-than-market interest rates, terms and conditions to students enrolled in higher education courses. The aim is to boost education in order to reduce regional inequalities. Between 2018 and February of 2022, the amount of financing has produced an impact equivalent to US\$20.62 million on the Gross Value of Production (GVP) of the region's private educational sector and of US\$6.27 million on salaries.

- **Category: Technological Management and Modernization**

- **Product: Environmental and Social Risk Management (ESRM) System of Banco de Inversión y Comercio Exterior S.A. (BICE), Argentina.** ESRM comprises of series of policies, tools, mechanisms and procedures that make it possible to tackle non-financial socio-environmental risks and impacts that have a potential cost not only for society, but also for financial institutions and their customers. Loans totaling over US\$1,400 million have been disbursed and access to almost US\$490 million in international funding has been provided under this credit line.

- **Product: Innovation for financial inclusion: “BNA+ Development and innovation Application” of Banco de la Nación Argentina.** This application makes it possible to open an account remotely and 100% virtually for frequent transactions and can be used to order other financial products online, such as fixed-term services, loans, opening of accounts, obtaining a place in a queue at branch offices, etc. In March of 2022, it exceeded its targeted figure of 5 million registered users and currently averages 18 million transactions a day.
- **Category: Information, Technical Assistance and Social Responsibility**
 - **Local economic development strategy in the northern Cauca Valley, of the Colombian Instituto Financiero para el Desarrollo del Valle del Cauca (INFIVALLE).** This strategy aims to promote sustainable rural development, institutional strengthening, peace and the ascent of the new generation by means of collective work groups, trainings for small agricultural producers and digital platforms. Some 3,000 families of small producers were given training, a tourism network was created, 8 Associations of Future Farmers were established, 3 bio-factories were set up, e-commerce was promoted, added value products were produced and 7 Municipal Peace Councils – CMPs were built using this strategy.
 - **INFICALDAS Reciprocity Policy of Colombia’s Instituto de Financiamiento, Promoción y Desarrollo de Caldas (INFICALDAS).** This reciprocity policy was established to further the social development of territories and disseminate the entity’s institutional image as an added value for municipalities through the use of only self-funded Institute loans. The policy provides for the refund to the local administrations of up to 10% of their loan service interest –as a self-sustainable percentage--, with a maximum ceiling of 25 million pesos (US\$6,330) per loan.
- **Category: Green Banking**
 - **Product: Digital Tools for Sustainable Infrastructure, of Banco Nacional de Obras y Servicios Públicos S.N.C. (Banobras), Mexico.** The Bank has developed digital tools published on the Mexico Projects Platform and oriented towards sustainable infrastructure analyses. These are made available to the public in the form of an information platform and a clearly-defined methodology of infrastructure asset sustainability criteria. By the close of 2021, these tools had received 35,108 inquiries.
- **Category: Support for the Woman Entrepreneur**
 - **Program: Women 360 Program, of Banco Nacional de Costa Rica’s (BN) BN Women.** As part of the BN Woman’s Banking, this program is designed to grant loans and banking products to economically active women and new enterprises in the hands of women in Costa Rica. Some 51% of the bank’s customers are women, who receive 33.3% of its total loans. To date, the program has been able to promote and has helped build up 50 enterprises led by female microentrepreneurs.
 - **Program: Social Gender-denominated Bond (BSG) Issue by Fideicomisos Instituidos en Relación con la Agricultura (FIRA) – Banco de México.** BSG resources are used to finance and refinance loans and investments accredited to women and granted during the 24 months immediately preceding each bond issue, as well as new loan and investment project finance applications accredited to women. The two issues totaled US\$319 million, the first of which benefited 10,007 women.
- **Category: Extra-regional Bank**
 - **Program: Rising Stars (Ubharte Sitare), of Export-Import Bank of India (Eximbank India).** The program is intended to improve India’s competitiveness in specific sectors by providing financing, identifying and nourishing enterprises with differentiated technology, products or processes, assisting units with an export potential to expand their operations and product offerings and to enter new markets. At March of 2022, India Exim Bank had extended its support to 19 enterprises that have a demonstrated potential for enhancing their exports of high-technology products.

BANK OF THE YEAR 2022. The honor of being Bank of the Year was accorded to **Banco de Desenvolvimento de Minas Gerais (BDMG), of Brazil.** With close to 60 years of existence, BDMG is a multisector retail bank that operates in 793 of the 853 municipalities of Minas Gerais State. Its assets are on the order of US\$1,510 million

and it has an equity of US\$373.5 million and a loan portfolio totaling US\$1,046 million, with US\$357 million in disbursements in 2021. Some 92% of its customers are MSMEs and fully 49% of its disbursements went to the agricultural sector.

The direct impact of its operations on the economy of Minas Gerais in 2021 amounted to US\$150 million and 21,900 new jobs were created. In 2020, it multiplied its disbursements by 118%, three times more than in the digital platform it had been using since before the outbreak of the pandemic.

Furthermore, over 60% of the Bank's disbursements are tied in with at least 17 of the SDGs and it is Brazil's first bank to sign the WEPS – Women's Empowerment Principles.

CLOSING SESSION

DECLARATION OF CURAÇAO. The reading by ALIDE Secretary General, Edgardo Alvarez, of the "Declaration of Curaçao" on the key topic of the Meeting "Innovative Technologies and Digitalization to Boost Latin American and Caribbean Development," whose text is appended to this Report, marked the start of the Closing Session.

VOTE OF APPRECIATION. Delegate Cinthia Morera of Banco Nacional de Costa Rica took the floor to speak on behalf of all the participants at the Meeting, expressing appreciation for its impeccable organization, the access to such high-level sessions and, above all, the valuable networking possibilities that existed throughout the days of the Assembly. She ended up by acknowledging and underscoring the warmth shown by all of the personnel involved in the event's organization.

ALIDE President, Carlos Linares, for his part, drew attention to the importance of putting into practice all of the matters discussed at the Meeting, which will permit the continued improvement of both development banks and the countries. He thanked Korpodeko and its team for their excellent organization of the event, and all of the participants for their continued in-person or virtual involvement.

He was immediately followed by the President of the General Assembly, Mr. Chesron Isidora, who expressed appreciation for having been able once again to host the General Assembly 13 years later. He stressed the support he had received from the Board of Directors of Korpodeko that enabled the meeting to take place in Curaçao and from all the team that worked behind the scenes to contribute to the success of the event. The Assembly President concluded by thanking all attendees for their participation, wishing them a safe return home and trusting that their stay in Curaçao had been pleasant, an aim that the Organizing Committee and Korpodeko had worked hard to achieve, and declared the Meeting at an end.

CONCLUSIONS AND RECOMMENDATIONS

The conclusions and recommendations are attached to this report.

MEETING OF NATIONAL COORDINATORS

The Meeting of ALIDE National Coordinators was held in the "Queens" Hall of the Curaçao Marriott Beach Resort Hotel on Tuesday, May 17 under the chairmanship of Mr. Chesron Isidora, Korpodeko CEO. Participating were 21 representatives of 14 countries of Latin America, the Caribbean and Europe (Argentina, Bolivia, Brazil, Colombia, Costa Rica, Curaçao, Ecuador, Mexico, Nicaragua, Panama, Paraguay, Peru, Spain, and Uruguay) and 6 ALIDE General Secretariat officials.

In conformity with the scheduled agenda, Mr. Romy Calderón, ALIDE Head of Economic Studies, presented the General Secretariat's basic study on the key topic of the Assembly.

He was followed by ALIDE Secretary General, Mr. Edgardo Alvarez, who presented the Association's proposed Work Program for the 2022-2023 period, whose implementation will require the active involvement of ALIDE's member institutions.

The National Coordinators spoke up at different times to comment, from their countries' and institutions' perspective, on their monitoring of digital agenda and technology and with regard to their response to the present health crisis. It was stressed that we continue to operate in an uncertain context in which the pandemic required banks to adapt and create digital vehicles, prompting a process of digital acceleration. The digital

transformation encompassed the payment systems, Internet platform, cellular banking and data analytics. Some banks, like BROU, were able to perform fully 90% of their operations by virtual means. In the Caribbean, connectivity problems plague financial development, thereby putting a strain on economic development. Financial inclusion achieved by digital means was another aspect mentioned, in relation to the aim of reaching the most needy population, as in the case of government programs for distributing money through the use of digital wallets, as in the case described by Caja de Ahorros de Panamá, and other examples of digital wallets like those put into use by Banco Provincia de Buenos Aires. One aspect that will need following-up is the “traceability” that will allow for data analysis and continued improvement of digital solutions and their target markets.

The General Secretariat took note of the observations, contributions and matters of interest expressed by the national coordinators, in order to consider including them in activities scheduled in ALIDE’s work program.

BILATERAL ENCOUNTERS

Arrangements were made for bilateral encounters during the General Assembly in the “Queens” Hall of the Curaçao Marriott Beach Resort Hotel. A total of 136 such meetings were requested and 102 materialized in person and 4, virtually.

Insofar as the subjects discussed in those encounters are concerned, most had to do with financing lines and programs for production development, support in acceding to climate finance opportunities and environmental projects, including carbon markets, digitalization processes, sharing of experiences or going into greater depth with regard to a program managed by development finance institutions in some sectors like agriculture, foreign trade, venture capital for SMEs, and digital transformation processes, among others. There was also considerable interest in establishing/exploring future means of financing, collaboration and institutional cooperation agreements, in addition to strengthening existing bilateral relations. The opportunity was also seized to promote training courses, forthcoming regional meetings, consultancy services in the incorporation of new disruptive technologies and provision of financial information services.

DOCUMENTATION

The documentation of the Meeting, containing the presentations, photographs, news and videos, can be found on ALIDE’s website: <https://www.alide.org.pe/en/all-about-the-52-alide-general-assembly/>

SOCIAL EVENTS

On Tuesday, May 17, Korpodeko hosted a luncheon in honor of the ALIDE National Coordinators and that evening a dinner in honor of ALIDE’s Executive Committee. It also offered a Welcoming Cocktail on Wednesday, May 18.

Korpodeko, likewise, organized a program of cultural and tourist events for the companions of the participants, and provided luncheons to all participants during the three days of the Meeting.

On Thursday, May 19, the participants enjoyed a Ferry ride to the port of Willemstad and on Friday, May 20 a Farewell Cocktail in the garden of the Marriott Hotel.

EXPRESSIONS OF APPRECIATION

The General Assembly expressed its special appreciation to the Sustainable Development Bank of Curaçao (Korpodeko) and the other sponsoring institutions for their assistance in organizing the Fifty-second Regular Meeting of the ALIDE General Assembly, as well as to the allied institutions and those that collaborated in this meeting. So it is stated in the Declaration of Curaçao.

ATTACHMENTS

- Conclusions and Recommendations
- Declaration of Curaçao
- List of Participants

CONCLUSIONS AND RECOMMENDATIONS

- Although the race to innovate, adopt and implement the so-called emerging digital technologies was already in force before the outbreak of the COVID-19 pandemic, this health disaster caused it to speed up. This is borne out by present sustained growth projections of the market value and those that are foreseen for the coming 4 to 5 years, combined with the impact exerted on production and productivity, cost reduction, losses and inefficiencies and on the health and wellbeing of countries, enterprises and individuals. The impact that could prompt or unblock use of these disruptive technologies to boost post-pandemic economic revival and growth is extremely important. The Internet of Things (IoT) is estimated to reach US\$12.6 billion, artificial intelligence (AI) to reach US\$15.7 billion, blockchain to reach US\$1.76 billion, and the use of self-driving vehicles to reach US\$300,000 million. Overall, these technologies could conceivably add US\$30.36 billion to global GDP by the year 2030, which is equivalent to 1.37 times U.S. GDP of 2021, but a large part of this benefit would be concentrated in China and the U.S.; by way of example, in the case of AI, the two countries would appropriate 40.6% and Latin America and the Caribbean (LAC), only 5.4%.
- In order to be able to adopt and apply these technologies, digital infrastructure and adequate Internet and telecommunications connectivity systems must be available, with innovative policies and regulations and with citizens and enterprises endowed with sufficient resources and digital capacities so that society as a whole would be able to be integrated into and become a part of that digital world –in other words, the digital ecosystem must be developed. The Latin American and Caribbean countries are positioned, in this connection, at a mid-development level, lagging significantly behind the more developed economies and even within the region, there are major differences among them. The best positioned countries generally have implemented plans and adopted new regulatory systems for implementing digital, AI, IoT and data protection transformation strategies; some are even more advanced in discussing regulatory systems for neurorights.
- The pandemic also disclosed the existence of highly serious problems created by this lack of connectivity or by inadequate connectivity. Governments experienced problems in reaching disadvantaged population groups with government assistance, moving ahead with remote education systems, above all in the rural area, and making electronic trade more dynamic, among other impediments. A key element for LAC digital development will be the implementation of the new high-speed mobile networks (4G and 5G) in the region's public and private infrastructure, expanding their coverage and avoiding the risk of excluding citizens living in isolated areas, as well as favoring enterprise integration, above all of small enterprises into the digital economy.
- Infrastructure modernization must advance hand-in-hand with its universalization (society as a whole should benefit from it). Differences proliferate within the very countries of the region. In the case of Brazil, for example, only 19% of the households in the State of Alagoas enjoy broadband connection, while in Brasilia, the country's capital, the figure is 77%. Suppliers of Internet services are of basic importance for broadband expansion in the countries, especially SMEs that operate as suppliers. Banco de Desenvolvimento Econômico e Social (Bndes) offers support for that purpose, by targeting SME Internet suppliers and granting funds and guarantees to that sector. The Bank has established a fund for universalization, focusing on rural areas and schools. Bndes has a plan for implementing IoT, with over 2,200 committed subscribers, among them start-ups and universities, SMEs and multinational corporations, etc. The plan functions for IoT pilot systems (drawing on US\$10,000 million in non-reimbursable funds) and venture capital for IoT funds in alliance with enterprises and Banco do Brasil (US\$50,000 million).
- Insofar as technological innovation is concerned, development banks (DBs) work on two fronts to obtain heavy global financing for advancing economic growth, reducing inequality and poverty and achieving sustainable development. On the one hand, they have been **adopting new technologies in order to provide better services** in terms of time, cost and quality, appropriate to the needs of their target segments: Tools or products like apps, digital wallets, and loan evaluation platforms, among others, revealed their importance during the COVID-19 pandemic, for delivering governmental assistance, avoiding family exposure to the virus, helping enterprises –particularly small businesses– to continue operating and offering their goods and services, and as support for emergency programs for all production sectors. On the other hand, DBs also **provide support for modernizing enterprises** so that they can adopt these new technologies in their production processes: Among the technological services provided by DBs are digitalization, IoT, energy efficiency and waste reduction, and programs and financing lines for SME digitalization. They also offer assistance for production control, remote monitoring systems or online

marketing, drone use in agriculture, technified irrigation to optimize water use, pest control, and greenhouse automation, etc. In addition, they provide support and promote different stages of the scientific and technological development cycle: basic and applied research; innovations, implementation and product, service and process development; and in the incubation of technologically-based enterprises requiring the incorporation and adaptation of those technologies.

- Technological innovations are considered to be the foundation for social communication. Regional and multilateral banks should place more emphasis on instruments (loans and guarantees) related to those disruptive technologies, in order to keep countries from lagging in terms of the new global market approach and furnish an appropriate structure for financing LAC projects and institutions, as well as regulatory frameworks adjustable to these financing needs. It is important for DBs to have the capacity to back the private sector more than ever and to provide and invest in technical assistance for training the actors involved, for it is through them that the region's economies are revitalized. A special target is to back fintechs and SMEs, inasmuch as they are an important source of solutions to microsocial problems.

OPPORTUNITIES FOR LATIN AMERICA AND THE CARIBBEAN OF AN EMERGING TECHNOLOGIES-BASED ECONOMY

- Strategically managed emerging technologies guarantee dynamic goals that will guide us over the coming decades towards better opportunities in the region. This requires a joint effort on the part of the public and private sectors. These technologies have been widely recognized as platforms for boosting economic development throughout the world. The use of mobile telephones was underscored as a clear example of this, giving the inhabitants of developing countries critical access to telecommunications without any need for costly investments in infrastructure. Having this connectivity was a guarantee of being able to place farmers, fishermen and small producers in global markets, thus improving their income. Even so, it has been a challenge to identify opportunities for transformation in order to boost sustainable and inclusive economic development that would make it possible to surmount many of the region's existing shortcomings. In order to overcome them in the LAC region, attention must be centered on adopting these technologies in all cases deemed advisable.
- The COVID-19 outbreaks that interrupted supply chains have led countries to rethink their relationship with supplier chains and to develop new industries. Countries like Japan, Korea and the United States or the European Union (EU), for example, are making plans for major investments to develop their own chip manufacturing capacities and thus having to depend less on imports. **Chip manufacture to satisfy the needs of the region should not be viewed as a dream.** Just look at the example of India, which has announced a US\$10,000 million program to finance local production of semiconductors within the next five or six years. **Lithium is another item that should be seen along this same line of opportunities.** It recently boomed in response to its use in electric vehicle batteries. LAC possesses over one-half of the world's lithium deposits, which are scattered between Bolivia, Argentina and Chile, while China produces almost two-thirds of the lithium batteries that are needed. This represents a potential market in which the LAC countries can promote battery production industries, with large volumes of investment in technology and highly sophisticated labor to ensure economic growth driven by that industry.
- The **use of green energy sources** is powered by several materials like "green hydrogen." The demand for this substance is foreseen to reach 800 million tons by 2050 and countries like Germany are expected to be importing more than 80% of the green hydrogen by that date. Inasmuch as some countries in Latin America have sufficient resources to export large quantities of this product, they must prepare for this eventuality by studying the market, risks and the possibility of industrializing this technology. Even so, it must be considered that today it is an extremely complex technology and offers little scalability. DBs should prepare banking projects and exchange experiences with other regions in order to be able to invest more knowledgeably and minimize risks.
- One of the opportunities offered by the new technologies like blockchain is the creation of highly-paid jobs. It is important for LAC to develop and boost programs to train the new generations in the means for obtaining and developing the knowledge and skills needed to cover this new demand in the labor market. In 2021, OSL, a digital assets platform, noted a 370% increase in job offerings around the market in digital currencies. Furthermore, in the first quarter of 2022, growth was still noticeably strong in this sector (approaching 70%) despite the recession produced by the pandemic. These new economic sectors are providing job opportunities to multiple professionals outside the financial sector, such as in: sales, marketing, programming, and design, among other areas.

- From the Brazilian perspective, as expressed by Bndes, the opportunities for an emerging economy based on technology in LAC, depends upon a series of factors. From the supply side, there are three pillars: giving local companies support, attracting investments from abroad, and building up an innovation ecosystem. Such innovation ecosystems will bring with them an improvement in the quality and number of jobs; they will add value and complexity to product manufacture; create balanced trade and have positive effects on all industries. Three pillars can also be seen on the demand side: promotion of experimentation, development of 4.0 skills and education, and improvement in services, governance and transparency. All of this would result in an increase in productivity, level of income, better public services, decarbonization and better quality of life.

DIGITALIZATION AND TRANSFORMATION OF THE BANKING SYSTEM AND FINANCE

- Digital assets are playing an increasingly important role in the trade in goods and services. While digital currencies or cryptocurrencies are being used in a large part of the world as transactional media, payment by digital means in LAC still bears a certain risk as compared with other global regions. Disruptive digital tools like blockchain are enabling the financial market to evolve and develop new instruments and products. LAC enterprises and organizations have, in recent years, begun to embark on the use of cryptocurrencies and assets with blockchain registration (encrypted assets) to conduct financial operations. Asia leads the world in digitalizing means of payment, but its growth in LAC has been huge in recent years, opening the way for digital business and the arrival of international enterprises in the region. By way of example, OSL, a digital assets platform, stated that its operations in LAC today represent close to 40% of the company's value, up from barely 1% only 2.5 years ago.
- The introduction of crypto and blockchain technology has aroused interest in digital currencies. Many countries are implementing CBDC (Central Bank Digital Currency), as they see this as an opportunity to promote the users' financial inclusion. Central Banks across the world view CBDCs as a possibility in the medium or long term. CBDC use allows payments to be made without any need for a middleman, which would help to transform cross-border payments that are important given the popularity of remittances. These tools are considered fundamental for boosting local consumption. CBDCs offer the opportunity to reach unbanked or infrabanked segments, given that they: 1) take advantage of the new infrastructure to create new opportunities for expanding customer service; 2) the banks can develop new digital business models and offer payment alternatives and systems for assistance; and 3) can avail themselves of new functions that will be arranged for at the bank level.
- Today almost all of the foremost financial institutions in the world are involved in blockchain, through either the development of financial instruments or the investigation and analysis of this digital tool. These practices are no longer isolated events for taking action only in developed countries, but are also being incorporated increasingly in developing countries, particularly those with unstable currencies. Blockchain technology can also represent an opportunity for development banks to fight climate change in their activities, inasmuch as, according to information for 2021, the world emits almost 50,000 million tons of CO₂. By way of example, in confronting this scenario, the CLIMATECOIN Foundation has created a cryptocurrency that will make it possible to create a sustainable investment vehicle for participating in the development of enterprises that possess disruptive products that help to fight climate change and at the same time earn a profit.
- Digital banking makes it possible to implement financial inclusion solutions that swiftly address different problems, because digitalizing and accelerating the loan process allows for: a) the creation of dynamic loan programs and products at any time and in any sector or market; b) bank products that already exist to be supplemented and promoted; c) efforts to be directed toward priority areas of attention, depending upon the current situation and circumstances of the market; d) the efforts of financial intermediaries to close the gap in financial inclusion to be supplemented; and e) value chains around infrastructure projects on which economic growth rests to be financed. The creation of a digital platform will make it possible to foster MSME growth and boost financial inclusion based on three main areas of activity that will consolidate their development, to wit: 1) a digital platform to furnish new channels for providing better territorial coverage and create new products, advertising and digital tools; 2) a digital loan process for compiling and producing files, automating documentation and enhancing the efficiency of internal processes, attention and service; and 3) financial inclusion, with the added value of viable conditions for each enterprise, risk monitoring in real time, education and financial monitoring.

- In some countries of the region, financial inclusion has been improving in recent years as the result of efforts of public institutions through financial inclusion policies, national gender-oriented policies, and financial education programs, among other actions. Bearing in mind that particular supply and demand characteristics result in less or inadequate financing, depending on the sex of the applicant involved, DBs have made them a key element in the design of products with non-financial considerations, thereby motivating financial institutions and promoting opportunities for the financial inclusion of women's enterprises. With this aim in mind, it is considered important for LAC DBs to focus on the following points, such as: 1) data collection broken down by sex, in order to determine portfolio composition and, with it, to make market studies in order to understand the behavior of the sector to be promoted; 2) the role at their wholesale banking windows; 3) structuring of key non-financial services that empower women as valuable members of each enterprise; 4) fostering of institutional transformation; and 5) strengthening of the influence of a gender-denominated approach.
- The Business Development Bank of Canada (BDC), a retail institution, has gained speed in developing the following digital capacities: 1) online financing through better automated processes within the organization for reducing the time needed to access financing; and 2) an information capacity through large investments made in updating the bank's database processes. The BDC is using the data to provide more personalized services, inasmuch as they can be cross-checked with data from other, external institutions, giving it a better knowledge of its customers. However, this digital transformation process has brought the BDC face-to-face with important challenges, the most relevant being: a) the adoption of the technological changes by members of the enterprise; and b) adjusting the level of investment to the rate of innovation of the methods, products and technologies in the market.
- Banco Provincia de Buenos Aires (BAPRO) seeks to promote financial education and to work on modifying habits based on cash use, serving the population that is not being served, developing a digital service model, implementing public economic development policies and providing accessibility to the handicapped and senior citizens who use digital channels. As a result of this, BAPRO is strategically positioned based on three focal points: a) territoriality: proximity to its target public; b) production development: boosting and monitoring of the diverse production sectors; and c) innovation: development of innovative platforms like Cuenta DNI (NID Account). The goal of these activities was to replace physical wallets with virtual wallets by means of mobile devices. Account opening is handled 100% remotely. It possesses an intuitive user interface centering on persons who do not use digital channels and with the following principal functions: payments in stores, transfers of money, transfers, recharging of tickets, payment of taxes, service and credit cards, withdrawal of cash without having to use debit cards and collection of State benefit payments.
- Banco de Comercio Exterior de Colombia (*Bancóldex*) has 173 automated robotic processes (ARPs) underway, focusing on shortening customer service delivery periods. Over the past four years, 13 areas have focused on those processes and a Digital Transformation Division was created. Two of its most outstanding digital products are: a) Neocredit, a digital platform aimed at connecting microentrepreneurs with financial institutions so that they can obtain financing as needed; and b) Digital leasing for SMEs that require assets for growth purposes and financing to acquire machinery and equipment.
- The targeting of Nacional Financiera (Nafin) de México's digital products makes it possible for customers to carry out online transactions. These products include: a) **Production chains**, implemented in 2010 as an electronic factoring platform that enable enterprises to apply for working capital (94% of the enterprises that receive support are MSMEs) to pay their suppliers and obtain liquidity by acceding to financing through precollection of accounts receivable, working capital and equipment loans, and free technical training and assistance; b) **"Nafin trains you" platform**, to disseminate information about training services, such being self-managed corporate development and diagnosis courses, forums for discussion and news of entrepreneurial interest, visualization in mobile devices, and database linked to the promotion and dissemination of events via mass mailings, among other systems; c) **Virtual training**, courses for entrepreneurs and for women, on foreign trade, access to financing, promotion and sales, and social networks, among others; d) **Virtual technical assistance**, for companies dealing with strategic federal projects and/or strategic state sectors still in the process of establishment (up to 2 years after their establishment, access to 4 months of assistance) or consolidation (over 2 years of operation, up to 6 months of assistance). The sessions include an initial diagnosis and feedback and recommendations in the areas of administration, accounting, legal-fiscal, sales and processes; and sessions with specialist consultants in the three priority area with the lowest ratings.

SUSTAINABLE AND RESILIENT INFRASTRUCTURE FINANCE AND DEVELOPMENT OF INTELLIGENT TERRITORIES

- Approximately two-thirds of the deficit in infrastructure is to be found in developing countries. LAC has a US\$2.2 billion infrastructure deficit, 59% of which is related to the cost of the maintenance and replacement of existing infrastructure. Attracting finances to this sector is a challenge, inasmuch as the risk involved in these projects is something conventional banks do not care to assume. In this context, it is to be stressed that DBs constitute an important ally for reducing this gap. Some of the catalysts they could use or actions they could take to boost the financing of this sector are: a) entering the sector with long-term financing of both debt and capital; b) granting loan guarantees so that private sector investments can continue to be forthcoming; and c) other types of innovation, such as packaging different infrastructure projects together, instead of leaving a sole project exposed to risk by diversifying it through the creation of such packages for the private sector.
- It is necessary to create a vehicle for investment in public and private properties that would contribute directly to the LAC economies. Using separate portfolios in an investment fund structured by a DB offers a good possibility –that is to say, establishing a structure whereby every time there is a project or property that could, in principle, be financed by a DB, it is placed in a separate special portfolio in which investors could invest. In that way, it would not be necessary to establish a new enterprise for each project. Some projects would be larger, while others could be relatively small, but capable of being packaged. DBs could set up a trust in which investors could later invest only in each project related to that trust. Capital for use by the institutions could be created through a financing of that kind. In addition, it is suggested that the government could or should decide/regulate any party that invests (directly or indirectly) in properties in certain economic areas, and free it/him/her from tax obligations (over a considerable period of time) on condition that such tax relief would be applicable only to interest income and/or dividends produced by this specific project and, if applicable, through a value quoted on the stock exchange.
- In the degree to which there is a limited capacity for public investment, public-private partnerships (PPPs) could be significant as an alternative solution for closing the gap in infrastructure. In light of this, as a result of the evidence from studies that have been conducted, and in view of the need to attend to smaller subnational projects, some of the points that received special consideration in the Development Banking PPP Group established by the Inter-American Development Bank (IDB) and ALIDE are the following: a) some of the barriers that subnational projects confront in seeking to attract private investment are the lack of well-prepared projects and the lack of scaling that raises transaction costs and investment risks; and the low credit rating of governments and public enterprises; and b) there are three ways to reduce risks: bettering preparation by granting facilities, prioritizing and preparing; increasing project scale by means of asset packaging; and improving credit profiles by using infrastructure finance instruments and others.
- National and regional DBs are involved in sustainable development and are resilient with either financing or tools to gauge the impact of environmental risks on infrastructure. By way of example, **Fonplata – Development Bank**, within the sphere of its member countries –Argentina, Bolivia, Brazil, Paraguay and Uruguay–, supports highway projects, health infrastructure, bridges, water tanks, photovoltaic panels, cycleways, energy, sanitation and sewerage systems, among other things. The **IDB**, for its part, in addition to providing financing, has developed tools for considering the risk of natural disasters on implementing infrastructure projects. It emphasizes for this purpose: 1) “Heat Maps”, which can gauge the impact on infrastructure and on the sector in which it is located and 2) “Tool Kits” that make it possible to measure, during the preparation stage of the project, probable impacts relating to it over its life cycle. The **Central American Bank for Economic Integration (CABEI)**, recognizing that there is a problem of indebtedness in Central America, is working on PPPs so that the private sector can invest in public goods (i.e. In Costa Rica, it has given US\$550 million to the public sector to leverage US\$1,800 million in investments); on setting up an investment fund, which it expects will initially close with a total of \$500 million, projected to reach US\$1,500 million over the following two years. It created a US\$17.5 million fund of non-reimbursable resources for the preparation of a climate change project to enable countries and financial institutions to structure bankable projects and raise funds for the subregion’s development. It also approved a “Dry Central American Corridor” project with US\$200 million in funding for financial institutions, a US\$30 million guarantee fund, technical assistance resources and a venture capital fund for investments that could be used to carry out climate change mitigation activities.
- **Instituto de Crédito Oficial (ICO), of Spain**, insofar as infrastructure is concerned, promotes the diversification of financing sources and markets for other products like bonds. In Latin America, ICO channels Spanish government and European Union assistance in the form of blending for infrastructure

projects. The products it uses to finance infrastructure are wholesale banking by providing financing lines to public banks, international banks, regional or multilateral banks; and also retail banking, in infrastructure projects or with venture capital funds. ICO has financing operations underway in Mexico, Colombia, Peru, Chile and Brazil, inasmuch as there are large Spanish enterprises investing in those countries. A total of 60% of the operations and projects in Latin America are in energy and 30% have to do with transportation. As a wholesale bank, ICO operates the "International Channel" product, through which it has signed 16 matching contributions. This product is an important source, inasmuch as it utilizes the Institute's knowledge to finance enterprises in the region. These enjoy financings of up to 15 years with three years of grace, and in many cases are in the national currency of the country in which the project is being implemented.

- **Findeter, in boosting resilient infrastructure projects in Colombia**, seeks to provide an answer to the challenges the country faces in terms of social infrastructure development. This is accomplished in four stages: 1) structural planning, which identifies the strengths and opportunities of the territories, in order to construct a roadmap with development-producing strategic projects; 2) structuring, which structures projects from the very preparation of the studies and technical designs; 3) financing, by means of rediscount loans, it delivers resources at competitive rates to commercial banks so that infrastructure projects can be financed via loan operations; and 4) execution, technical assistance in the execution of projects and programs with a heavy impact on important sectors like housing, water and sanitation, and infrastructure, among others. Findeter's most recent projects include the resilient reconstruction of a city called "Providencia y Santa Catalina", that suffered hurricane damage in 2020. The new infrastructure is hurricane-proof and includes the reconstruction, a new aviation terminal and the expansion of the airplane parking platform, works at an aqueduct, dredging of fresh water basins, school repairs, and rehabilitation of sports scenarios and of cultural scenarios.

TOWARDS AN AGENDA OF SUSTAINABLE AND INTEGRATIONIST TRANSFORMATION OF LATIN AMERICA AND THE CARIBBEAN

- Finances are not an "end in themselves," but a vehicle toward the broader goal of sustainable development, at the center of the LAC transformation agenda. Nonetheless, in order to undergo a true transformation, LAC, in the opinion of Caribbean Development Bank (CDB) President, Hyginus 'Gene' Leon, has to put all of its efforts into building resilient ecosystems in the region. This means solidifying resilience in all of its dimensions so that our societies are able to not only recover themselves and to recover lost ground after major impacts, but also to move toward a higher and more sustainable path in the future. As a result, a regionwide sustainable transformation agenda is needed that would center on building the following dimensions: a) Social resilience that would make it possible to maintain social progress by creating health and learning networks and take advantage of digital technology; b) Resilience of the production capacity, in order to expand and deepen economic diversification through the advance in digitalization and by taking advantage of the creation of knowledge in order to promote knowledge industrialization; c) Environmental resilience that would help to mitigate and adjust to climate change and address the undiversified energy base in order to promote sustainable energy and sustainable means of living; and d) Institutional resilience that would seek to improve governance and implementation capacity by modernizing the commercial environment and purchasing agreements, implementation of new technologies and knowledge processes, reinforcing public policy and planning processes and improving delivery mechanisms. This should go hand-in-hand with the respective financing, which would entail developing and organizing a financial ecosystem that would encompass a broad spectrum of innovative and available financial instruments backed by a sound regulatory environment and a well-developed financial market structure.
- It is important, in the context of the key priorities of the LAC transformation agenda, to design a financing ecosystem that would establish holistic, sustainable and transformational goals. Three of the region's most pressing problems are related to the role of financing for development in the regional agenda, the need to differentiate among types of financing for development, and support for innovations in the development finance. In order to attain the region's development, LAC needs to work on ensuring that the financial ecosystem is capable of promoting sustainable financial instruments, differentiating among three different types of finance: 1) **rescue finance** that would be highly flexible and focused on liquidity needs created by emergency situations like environmental phenomena; 2) **finance for short-term recovery** that would include financial policy instruments focused on financing exogenous shocks and the delivery of loans for the countries' economic recovery; and c) **finance for long-term development** endowed with the necessary resources to reach long-term goals and transform social and structural institutions, and the environment and to promote competitive and sustainable economies with concessional and non-concessional public and private financing and contingent and non-contingent financial instruments.

The joint efforts of the various different LAC countries and financial resources are needed to support the innovative financing of LAC development. In order to reach the sustainable development goals (SDGs) a total sum of between US\$ 3 and US\$ 5 billion will be needed in the developing countries. This means that LAC must have a vision capable of raising funds and facilitating the creation of links among institutions and governments. This could be achieved if the 650 million people living in the region who are capable of producing US\$ 4.5 billion in activities and of exporting close to US\$ one billion a year could be mobilized as an integrated regional space extending from Mexico and the Bahamas in the north, through the Caribbean and Central America, to Brazil, connecting North and South America with Europe and Africa across the Atlantic and with Asia and Southern Asia across the Pacific Ocean. This bridge would serve as the central axis for trade and innovation and a prosperous space where the creation of knowledge would underpin all of the activities and the economies would utilize resilience as the foundation for a sustainable means of living that was outlined as an ideal of a realistic future for the new generations in LAC.

- The region's central location in terms of the rest of the world could be turned into an advantage by providing a hub for innovation and the sharing of knowledge and experiences. In order to achieve this, the following would be needed: a) physical, digital and cultural **connectivity** through infrastructure that would maximize opportunities for production and investment to uphold regional and global trade; implementation of a regional digital space for conducting financial, tourist and cultural business; deepening of the cultural commitment among regions; b) a **multi-instrument framework** that would allow for access to financial resources (sustainable bonds, private capital and instruments for containment, among other things) to uphold the SDGs, channeling of funds (like special drawing rights or SDRs) to multilateral banks for promoting long-term development and creating consistency among the region's different countries; and c) **development of regional and global ties and the capacity for their implementation**. This would permit the achievement of higher growth rates, broaden the project portfolio and enable us to become a competitive region.

CLIMATE RISKS AND SUSTAINABILITY. FINANCING FOR DEVELOPMENT AND TRANSITION TOWARD A GREENER AND CLIMATE RESILIENT ECONOMY

- Sustainable development lies at the center of any long-term vision of our society, and the new technologies open the possibility of reducing inequality and protecting the environment through the appropriate and responsible management of available resources. From the Development Banking perspective, economic growth is not contrary to environmental protection. An example of this is the fact that our financial development institutions have reconciled their activities with reaching the Paris Agreement Sustainable Development Goals. In this sense, they are supporting the region in moving in that direction and channeling financing to the various different sectors for the innovation and application of the new disruptive technologies, promoting construction of resilient infrastructure, maximizing agricultural resources and the application of tools at different stages of the process in the service, tourism and industrial sectors. Even so, public resources, of themselves alone, will not be sufficient for an inclusive recovery and a successful climate transition. A strong union among all of the actors will be needed, both government and enterprise, citizens, regulators, banks and consumers.
- The impact of the physical risk on the global economy has risen over the past decades by over US\$ 4 billion. Most LAC countries demonstrate a significant vulnerability to climate change. Total losses in the region reached some US\$105,000 million or 2.5% of the total due to natural catastrophes. In the face of this situation, although the implementation of management policies for environmental, social and governmental (ESG) factors, safeguards and environmental and social risk management systems (ESRMS) help to mitigate climate risks in the investment ecosystem for project development, other tools such as risk assessment and stress testing could also help to reduce losses of income and of investment value and liabilities resulting from the negative impacts of climate change on project investments. In the degree to which countries in the world are increasingly suffering the negative effects of climate change, the financial sector is assuming an essential role as a channel for carrying the necessary resources with which to fight its onslaught. Today, the Development Banking system is developing sustainable financial instruments and tools with which to improve the environment.
- Attention was drawn, in this context, to the project *"National Development Bank exposure to climate risks – Climate Risk Maps"* designed by the IDB to produce information and evidence for improving DB understanding and comprehension of the exposure to (physical) climate risks in their portfolios and identification of investment opportunities in resilient environmental activities with a view to enhancing the climate resilience of DB operations in order to align themselves with the best practices in the market and

growing pressures for their regulation. The results of their application are expected to induce financial regulators to integrate climate risk into financial stability monitoring, follow-up and supervision. This, in turn, would improve the capacity of DBs to “value” climate risks and take capital allocation decisions based on those risks.

- India is subject to major challenges stemming from climate change. Every ton of CO₂ that is produced costs the country almost US\$86 of GDP. It is expected that by the year 2050, some 40% of the population will be living in areas where water is scarce. For each additional 1°C increase in temperature, extreme rain storms will intensify by 7%. Furthermore, India occupies the 13th position among the 17 countries suffering the strongest water stress and that will only worsen, inasmuch as the water level in 54% of the country's underground water wells has dwindled to unsustainable levels. Agriculture is one of India's most important activities. A large part of the population consists of farmers who produce foods grains, legumes, cotton, oilseeds and rice. It has been estimated that the yield of these products could decline as much as 9% by the year 2050, due to problems created by climate change that has worsened, producing greater land degradation, poor soil fertility, low productivity, a decrease in the humidity level, poor adoption of technology and low employment. It has become evident, given this situation, that there is a need to manage natural resources through integral and integrated hydrographic basin development based on an evaluation of climate vulnerability. The National Bank for Agriculture and Rural Development (NABARD) designed a program to promote projects for cleaning and treating low-quality territories/soils and raising their production capacity, in alliance with commercial banks and others of the country's institutions.
- The NABARD program has soil and water management, agricultural management, community management, stockbreeding management and linked credit components, as well as a web monitoring system that tracks the physical and financial progress of 901 projects. The system generates an information management network that allows for the geoticketing of assets and assessment of the project's impact in terms of changes in land use and land cover. It has resulted in a growth of the land suitable for cultivation: a 30% increase in underground water recharge, 29% in crop productivity, 35% in crop growing area, between 26 and 35% in family earnings and 77% in horticulture and forestry. The next steps for the project are: a) Improvement in climate resilient farming practices; b) management of the water demand through crop diversification and improvement in water use efficiency; c) improvement in credit flow through the use of a special refinancing system; d) remote project follow-up, together with physical monitoring to enhance coverage and authenticity; e) promotion of agricultural producers' organization for the supply of inputs and product aggregation and marketing; f) convergence with entrepreneurial social responsibility funds and government programs; and g) exploration of voluntary carbon markets and their link-up with farmers.
- Correct management of the public transportation sector is critical for compliance with the Paris Agreement. If zero emissions are to be reached by 2050, the transportation sector will have to be reduced by 20% as at 2030. There is a large informal transportation market in Latin America and this fact needs to be considered when designing programs to help the sector. There are some ways to use new technologies to transform transportation into a green sector, such as: 1) electricity-driven circulation (buses and cargo routes); 2) more intelligent passenger/cargo cost collection for transportation by electronic means and through use of an integrated system; and 3) fiscal instruments to hold back transportation-produced emissions.
- Emissions are growing in the developing countries due to increases in the automotive park, while in the developed countries they have already stabilized and could decline. Most emissions are produced by land transportation and for that reason modal changes must be made to reach cleaner means of transportation. Transportation emissions account for roughly 24% of total global emissions from fuel combustion. Annual emissions could rise to a level of 14 Gt in 2050 (up from the existing 8 Gt). The number of automobile owners in LAC increased by 58% between 2005 and 2015, doubling the world average. Transportation sector CO₂ emissions in the region rose 3% between 2010 and 2019 and represented 8% of total world emissions in 2019. LAC emission regulations are more flexible than those of Asia and Europe, but the programs emerging from countries like Argentina, Brazil, Chile and Cost Rica are contributing to the establishment of stricter regulations.
- A typical city of the developing world has many passenger transportation elements with low carbon emissions, such as: a) large percentages of trips by public and active means; b) low rates of private automobile use; and c) new approaches to space allocation in the streets, investment in the transportation system and urban design. It is alleged, however, that part of the problem can be traced to lack of compliance with soil use regulations, such as the building index, minimum lot size, and minimum parking space requirements, which compel part of the lower-income population to migrate to areas where

construction should not be permitted. Given this fact, several actions are suggested **to improve public transportation**, such as: 1) investing in infrastructure to encourage low carbon emission-public and active transportation; 2) reorganizing and renovating fleets of public vehicles to favor their inclusion and safety; and 3) implementing more efficient land-use regulations (more accessible construction areas, better parking places and compact, interconnected and coordinated spaces).

- Diesel-powered buses are responsible for 25% of the black carbon emissions in the cities, whose impact on global warming is between 900 and 3,200 times greater than that of carbon dioxide. Nine of every 10 people breathe air that is considered unhealthy by the World Health Organization (WHO). Considering this, electric buses could help to resolve the global atmospheric pollution crisis, thereby improving the health and wellbeing of poor and vulnerable communities. The total cost of an e-bus is equal to or less than that of a diesel bus, because of the continuous saving and lower maintenance cost. To make **low-emission electric transportation** competitive with conventional media, financing is needed that could be repaid in terms adjustable to its payment structure. Some financial challenges must be met at the moment of implementing projects of this kind: 1) the high capital cost of the buses and of the rate-setting infrastructure; 2) the lack of municipal capacity for developing and implementing financeable structures; 3) the limited incentives and support for institutional changes that would make it possible to boost investments; and 4) insufficient project bankability and availability of guarantees.
- Diverse support programs exist at the global level oriented toward having cleaner transportation systems. The World Bank has created the multilateral fund, Global Facility to Decarbonize Transport (GFDT), whose purpose is to build up the capacity in customer countries to decarbonize and attain inclusive, safe and resilient transportation. The Green Climate Fund (GCF), for its part, is an open association with more than 200 accredited service institutions and partners that works to boost preparation programs in each country to support sustainable planning in accordance with its priorities. It possesses a variety of instruments, like combined financings, pilot plans to support new finance structures, loans, guarantees, equity finance and subsidies. In addition, it accepts projects at an early stage that could entail a moderate or high risk.
- The role of the DBs is truly crucial for targeting the use of public funds and interconnecting with and orienting the private sector. There are approximately 550 Public Development Banks in the world that represent more than US\$ 23 billion of asset capacity and US\$ 2.5 billion of annual investment universally. If those banks were to be capable of mobilizing their financial capacity to further attainment of the SDGs, the results produced would be favorable to the climate agenda. It is also important for DBs to make direct intermediation possible for local banks in the event that these do not have direct access to green investments. Not only is channeling resources into climate investments and SDGs important, but also technical assistance with which to transform the internal ecosystem of the financial institution supported and to provide tools for creating the risk analysis teams.
- As of the approval of a state policy resting on 4 strategic pillars: sustainability, Independence, equity and efficiency, Uruguay moved toward making its energy resources renewable, with the result that today 90% of its energy sources are renewable, making the country a net exporter of electric power through investments in aeolic energy parks throughout the country and large projects for generating energy from biomass and solar power. Banco de la República Oriental del Uruguay (BROU), as the country's principal financial institution (it accounts for 50% of the market), in 2008, was the first Uruguayan bank to adhere to the principles of Ecuador, enabling its technical team to receive important training in socio-environmental risk assessment.

In 2014, it developed an environmental management system with IDB support, giving the country a tool for assessing socio-environmental risks, with specific metrics and methodology for analyzing energy investment. Based on the foregoing, it designed an energy finance program by adapting a preexisting program called "Bidding Competition for Investment Projects," tailored to the characteristics and requirements of investments in energy projects in terms of financing capacity, extension of terms to over 16 years and offering of low-risk guarantee packages. In addition, they requested advisory assistance and funds from national and international organizations to be able to cover the amounts needed for the projects. Thus far, the bank has financed 16 aeolic parks, 4 large biomass projects, and several projects concerning self-generation of industrial electric aeolic- and solar-generated power, which constituted a change of approximately 30% of the energy matrix. Today, the country is engaged in the second transformation of its energy matrix, involving two basic branches: electric transportation and green hydrogen.

- Within LAC's new multilateral finance framework, BDs will have to confront a worldwide crisis created by the pandemic, the climate and the geopolitical situation. These could conceivably bring about institutional

changes and have economic results by creating new intelligent, inclusive, and resilient green economies, and providing support to the public and private sectors. In order to confront these global challenges, the European Investment Bank (EIB) proposes to create an investment cycle that would have an impact and be sustainable; and to utilize the resilience strategies that were part of the programs and projects implemented in response to the COVID-19 pandemic, such as digitalization and the use of new technologies. It is in this connection that Global EIB has been created, a branch dedicated to international associations and development finance that is more rationally organized and centers on enhancing the impact of its finance as an essential way to achieve its climate aims and hasten green recovery. This would be done at the same time as it expands its presence throughout the world and constitutes itself as a key partner of the European Union at the global level. The EIB, as a green bank, is committed to the global green transition and this offers an opportunity for the region's transformation. The Bank has committed to ensuring that by the year 2025 one-half of its portfolio will be in line with this commitment. In 2021, 43% of its total finance was green financing. Insofar as LAC is concerned, loans to the region account for almost 20% of the annual volume of EIB lending outside the EU (€8,140 million). The portfolio of projects in the region is distributed as follows: 28% in energy, 18% in transportation, 14% in water, 14% for loan intermediation and 13% in industry and the rest in miscellaneous projects. A total of 60% are economic and social infrastructure projects.

- In the EU, **green capital markets** are already regulated, either in the taxonomy or in standards. Green capital markets have appeared only recently in Latin America and are highly valued for the placement of green bonds, but there are many inconsistencies in the methodologies being used and shortcomings insofar as reports and data availability are concerned. Even so, LAC is well-positioned to attract more green investments and for that reason, the KfW German Development Bank is currently concentrating on the development of green capital markets together with LAGreen, a Latin American green bond fund, in order primarily to finance investments that respect the climate and natural resources, and to funnel local and international private capital into green bond issuance in the region. Latin America is still a very small market for this type of issues, for while global issues totaled almost US\$500,000 million in 2021, the region accounted for only US\$8,200 million in such issues that year, representing barely 1.64% of the global total.

LATIN AMERICAN AND CARIBBEAN INITIATIVE FOR THE DEVELOPMENT OF THE CARBON MARKET (ILACC)

- LAC is acknowledged to be the region with the greatest global potential for generating voluntary carbon credits and nature-based solutions (NBSs), which are considered key and critical issues for fighting climate change and the planet's conservation. It has been estimated that the market for carbon credits will have reached a value of US\$22 trillion by the year 2050, and that for that reason exploring the huge potential that the integration of a Regional Agenda targeting this market and the region's diversity would offer constitutes an important point of departure for the fulfillment of the LAC economies' decarbonization commitments and helping other regions to fulfil theirs. In order to accomplish that, national markets for carbon credits must be instituted and promoted in an orderly fashion, which goes hand-in-hand with the training of the parties involved and the collection and analysis of data for producing high-quality projects and credits. It is also considered extremely important to reduce costs, increase intensive science use, audits, and legal services and to design sophisticated financial instruments for equipping and attracting projects and investments. In order for the region's markets to reach high levels of competitiveness, means must be created to guarantee three basic elements: sophistication, gains in scale and harmonization of market processes.
- LAC, despite possessing an enormous potential for generating projects that would result in carbon credits, only concentrates 19% of the total volume of such credits in circulation. It is essential to ensure the competitiveness and integrity of the NBS credit offering in the international market. This would require proactive government policies, resource leveraging and a developed market system capable of boosting a virtuous circle that would contribute with sophisticated value chains and low costs (legal services, audits, consultancies, certification, etc); gains in scale resulting from regulatory standardization and regional coordination on the development of national carbon markets; proactive participation in forums with an influence on the global agenda and in the defining of standards, prequalification and acceptance of NBS credits and the exchange and alignment of good practices among countries.
- Latin American entrepreneurs today are the foremost suppliers of carbon credits for NBS projects and accounted for close to 40% of the market in 2020. NBS compensation prices rose 30% in comparison with 2019, while the prices of renewable energy compensation dropped 16%. National determined contributions (NDCs) are reactivating private investment in broadening the offering of voluntary and

regulated carbon credits, in which the sectors of forestry, silviculture, intelligent agriculture and the blue economy are in the lead. The regional market could contribute toward the development of the comparative advantages of natural capital by creating jobs, maximizing efforts, developing sustainable business clusters, attracting technology, and activating national and international capital. This would create opportunities for prioritizing investments targeting the formation of and access to markets, and an infrastructure of private, productive and technological services that would provide transparency and credibility.

- Carbon credits offer private investors the possibility of putting together blended finance that would contribute to the reduction of transaction costs and access to technology, thereby producing a flow of financing. This virtuous circle of credit market plus climate finance, would play a highly important role in creating additional jobs, fighting poverty, attracting investments and developing expertise in sustainable business and technological development, thereby reinforcing the development of comparative advantages in the entrepreneurial sector. A large increase in projects based on land use and reforestation can be noted over the past three years, as can renewable energy, energy efficiency and agricultural projects.
- The LAC carbon market offers a comparative advantage in NBS initiatives and projects for the removal of heavy metals. The region could also enhance this advantage by creating a Latin American hub that could be recognized as being at the level of markets in other regions of the world. At the same time, it reveals several weaknesses related to the complexity of drawing baselines for projects with NBS, bearing in mind the risk of the credits' flight. Only by reducing annual deforestation rates, ensuring regional coordination and harmonizing standards easily applicable in all of the region's countries, and giving training to all of the actors in the value chain, could the weaknesses in the credibility of the region's carbon credits be surmounted.
- The ILACC, promoted and directed by CAF (Development Bank of Latin America), seeks to promote the global competitiveness of the offering of carbon credits generated in the region, for promoting the creation of new jobs, income, development of value chains, technology, green business clusters and fighting poverty. This could be accomplished through a two-way strategy: 1) Helping countries build up their national markets, strengthen their regulatory policies and mechanisms, certifiers, and registrars, and to generate the technical capacities their markets require; and 2) identifying where the obstacles lie in the carbon market value chain and locating common elements that concern several countries of the region in order to thereby produce a Regional Agenda and create a platform that would enable the LAC market to position itself competitively on the global stage. Thus far, CAF has laid the technical groundwork for launching the ILACC, based on the initiatives of 6 countries in the region Argentina, Brazil, Chile, Colombia, Mexico and Peru; and has reviewed experiences and defined its Work Program up to the year 2026.
- Among the challenges of developing a carbon market in the region, we can cite the need to a) promote capacity building (human capital); b) foster communication and harmonization/standardization of processes, taxonomies, methodology, and certifications, etc.; c) analyze the institutions, governance and transparency; d) develop appropriate and attractive financial and non-financial instruments for raising funds to finance projects at the national level under competitive conditions; and e) promote synergistic development among national markets and the regional market. There are also specific challenges that each country needs to meet in order to have a regional vision, such as: 1) political challenges in regard to a strategic regional vision, and not only a national one; 2) the existence of subregional markets; and 3) the unequal size of markets in the region. It is of key importance to address these challenges in order to guarantee the integrity, trustworthiness and competitiveness of LAC credit offerings, particularly of NBS, in the international market. It will therefore be important for the countries to have their own national certifier and technical assistance so that they can create their own issuing systems, and for the governments to be involved so that they can keep a national register and promote support for the private system.

IMPORTANCE AND RESILIENCE OF TOURISM AND THE ROLE OF THE DEVELOPMENT BANKS

- The Caribbean countries are currently fighting the effects of the COVID-19 pandemic. The region is expected to see a 6% recovery in 2022, less than previously forecast, although well-bolstered by the reemergence of the tourism sector. The Caribbean is one of the world's regions whose tourism-dependent sectors have recovered most rapidly from the COVID-19 crisis. This can be traced to the evolution and development of the work plans and safeguards against crisis situations (environmental, political and health, among others). Some 20 years ago, it took the region almost 26 months to recover from a crisis, while today it takes less than half that time. The hotel industry, likewise, improved its strategies for weathering crises and returning to pre-crisis production levels more rapidly. At the same time, however, the region's

tourism levels are 27% lower than those of 2019. But at the world level, the region is at the forefront in post-pandemic recovery.

- A total of 15.2% of the working activities in the Caribbean region are backed by the tourism sector (2.8 million), which impacts all aspects of people's lives and all economic sectors, either directly (traveler expenses) or indirectly (payment of salaries and wages, taxes, provision of general services). The Caribbean is one of the regions most dependent on tourism in the world. In most of the countries of this region, more than 25% of the economic activity depends on tourism and this dependence is growing. Six of the top 10 countries in the world that have the most tourism-dependent GDPs are in the Caribbean, as are eight of the top 10 countries in the world whose employment levels depend upon this sector.
- Small and medium tourism enterprises (SMTEs) are an integral part of the tourism-based economy of the Caribbean region, inasmuch as more than one-half of the hotels there have less than 75 rooms each and are independently owned by local citizens. Most emerging tourism enterprises were tourism operators, restaurants, attraction centers, and conference and event management centers, among others, before the outbreak of the pandemic. Today, community and collaborative economic tourism enterprises are driving sector growth. Nonetheless, these enterprises are highly vulnerable to the varying economic situation and climate change, as well as to natural dangers and extreme man-made crises. Lack of experience and the informal nature of some SMTEs worsen their exposure to additional post-crisis operational risks. This makes it necessary to implement policies to support the continuity of SMTE business.
- Given the significance of tourism for the national economies and the comprehensive role played by SMTEs in them, it is important to evaluate the challenges and the establishment of recommendations with an integrated, holistic approach, based on processes that would include such SMTEs in all Caribbean subsectors, both formally and informally operated. An investigation undertaken by the Organization of American States and the Caribbean Hotel and Tourism Association (CHTA) reveals the existence of key vulnerabilities in different types of SMTEs at the moment of preparing safeguard plans to confront a crisis situation and what to do afterwards. Less than 40% of these enterprises report having any plan or insurance against an unexpected happening. Furthermore, less than 50% of the different types of SMTEs possess the necessary digital skills to improve their efficiency ratings and reduce the risk of losses in sales.
- It is important to wager on sustainability in the new tourism model. Some focal points for boosting tourism in the region, on the road to recovery, is to develop a capacity for adaptation to changes in customer behavior, improve energy efficiency, protect and improve the environment, adopt new technology, create a culture grounded in protocols and guidelines, train and empower citizens, and strengthen cooperation ties, among other things. As a result of the COVID-19 pandemic, health has become a key element of policies to support the resilience of the tourism sector, in which biosecurity protocols that were applicable in other sectors have come into compulsory use in tourism, in order to minimize risks, not only of COVID-19, but in general for events of this nature.
- In a scenario of contactless tourism in which deconcentration of the tourism demand, security, hygiene and solutions with real time information about tourist attractions are becoming increasingly important, the development of technological platforms to manage tourism resources and services using intelligent systems are to be recommended. In that connection, the increased use of big data-, AI-, IoT- or blockchain-based technologies is helping to facilitate the identification of the traveler at all stages of his or her trip, in addition to facilitating direct contact between the service supplier and the consumer or providing new customer loyalty models. Then there are the advances made in the digitalization of routine operations like, for example, service at hotel or other reception desks, with auto check-in or check-out and opening of accesses via mobile phone, room service with a QR code, process digitalization using electronic devices or in the automated management of physical spaces with thermographic cameras for the control of caloric body radiation, and seating capacity control, among other things.
- DBs have a fundamental role to play in contributing to SMTE growth and development and minimizing commercial failures by offering support in areas like: a) research, as centers for the exchange of information and points of connectivity with other organizations and institutions for the investigation, compiling and dissemination of data; b) training, by creating links for offering trainings based on potential and existing needs; c) financing, in working with public and private financing sources in supporting and improving finance programs; d) technical support, in backing and establishing mentorship, assessment and advisory assistance initiatives to help with commercial planning, problem resolution and area development, according to their needs; e) the exchange of experiences, in coordinating with tourism ministries, local hotel and tourism associations, and other educational and training entities and institutions, in such a way as to

provide venues for taking advantage of resources; and f) advisory assistance, in promoting programs and policy for supporting their growth and development.

DE-RISKING OR DEBANKERIZATION IN SMALL ECONOMIES

- De-risking holds a risk for all of the region's financial institutions, their economies and societies as a whole. This phenomenon, whereby financial institutions terminate or restrict their commercial relations with countries or customers, in order to avoid money laundering or the financing of terrorism, has reduced the number of financial banking correspondence rates (BCR) in recent years at the LAC level. According to the Bank for International Settlements' (BIS) Committee on Payments and Market Infrastructures, bank correspondence rates in 2020 were 4% lower than in 2019 and this corresponded to nearly 25% of the total contraction between 2011 and 2020. In the Americas, BCRs decreased by 8.6% in 2020, corresponding, between 2011 and 2020, to a reduction of 39.8%. The critical loss of BCRs is harmful to financial inclusion, raises the cost of payments, pushes financial activities towards unregulated areas (regulatory arbitration), damages legitimate business and international trade, and increases the risk of money laundering and the financing of terrorism as a result of the resulting informality.
- The permanent increase in the regulatory service has pushed up compliance costs, which are difficult to cover by medium-size and small banks or small and medium countries that cannot uphold a very robust financing structure. And in large banks, if the operation is not profitable, lines of business are suspended or restricted. According to a study by LexisNexis, an international data analysis corporation, the total cost of Canadian and U.S. compliance management was US\$49,900 million, 19% more than in 2020 and 58% more than in 2019. Average annual costs of the compliance operations of U.S. financial institutions rose 36% between 2020 and 2021. Financial institutions are having to simultaneously confront rising costs, complex risks and growing regulatory pressures.
- LAC banking secrecy confidentiality regulations could enter into conflict with the AMLA bill, the Anti-Money Laundering Act of 2020, put forward by the U.S. Senate in an effort to modernize the anti-money laundering and counter financing of terrorism (AML/CFT) system. That law could put a LAC bank in the position of having to choose between complying with its own national law or the foreign law. For that reason, the thinking is that institutional channels of the region's countries (like ALIDE) should be used in such a way that such questioning of that law is channeled and made known to the U.S. government. A solution proposed by the Latin American Banking Federation (FELABAN) is that U.S. Departments send requests for documentation to the Financial Information Units (entities legally authorized to deliver such information) or that an agreement be approved to exchange information between the two parties.
- In order to reactivate the LAC economies and their trade, it is essential to design mechanisms to guarantee dynamic BCR relations. And in order to accomplish this, Development Banks should prompt regional economies and legitimate business through the use of a criterion of rationality and balance with regulatory demands in regard to money laundering and the financing of terrorism. An effort should also

be made to ensure that regulations are objective and not excessively difficult to understand and comply with. "Standardization" of the parameters of the U.S. Financial Action Group (FAG) of regulations in Latin America would be extremely useful. Those actions could make it possible to reduce the cost of banking operations and create a risk management table that would make it possible to apply due diligence in accordance with the portfolio risk profile (thus making the operations profitable once again).

- The approach used by the Central Bank of Aruba (CBA) has been to collect information about the situation of the banking system and organize meetings with commercial banks to deal with banking correspondence and risk reduction issues. The CBA is considering the need for a system based on a regulatory framework for avoiding money laundering and the financing of terrorism, providing guidance to the actors involved and training manuals. It also seeks to use reciprocal judicial competence to face up to extraterritorial restrictions created by the AMLA law and ensure protection of banking secrecy. However, it considers that standardizing FAG recommendations is difficult because of differences among countries in the regions, making a possible initial step be the adaptation of those recommendations to the products offered by the institutions of each country.
- The Central Bank of Curaçao and St. Maarten, for its part, considers that customer correspondent banks should: 1) Deal urgently with shortcomings within the AML/CFT framework; 2) Prepare a sound AML/CFT framework and a monitoring system that would guarantee that the policies and procedures are supervised and applied; and that the Independent Compliance Unit operates appropriately and the personnel are well-

trained and KYE (Know Your Employee) actions are followed; 3) Create a culture of compliance throughout the organization, ensuring that the Governing Board is fully involved with the risk management framework; and 4) Produce continuous education programs for customers.

“Innovative Technologies and Digitalization to Boost Latin American and Caribbean Development”

DECLARATION OF CURACAO

The Latin American Association of Development Financing Institutions (ALIDE), the international organization that represents the development banks of Latin America and the Caribbean, and its member financial institutions, based on the deliberations of the Fifty-second Regular Meeting of the General Assembly on the key topic of the meeting held in Curaçao on May 17 to 20, 2022, declare the following:

1. **We are pleased** to be able to meet once again in person for the first time since our last General Assembly three years ago, to continue forging stronger bonds of cooperation, for **COOPERATION IS THE VERY REASON FOR OUR EXISTENCE**. We have emerged strengthened from extremely trying circumstances to share what we have been accomplishing in our financial institutions to overcome the challenges that confront us, fully aware of the fragility of the environment in which we live.
2. **Committed to the region's integration**, in line with the words of the president of the Caribbean Development Bank, who reminded us to *“move ahead from the illusion of a country to the illusion of a region,”* in which the two subregions, Latin America and the Caribbean, will work more closely together to reach stronger trade, investment and cultural relations; and to jointly build multilingual societies that will allow for better communication, physical and digital connectivity, and the interrelationship of all countries in this part of the world; and **convinced** that a better common future **will first require forging stronger ties as a single overall region**, we financial institutions **commit to** seek routes, strategies and initiatives for developing and strengthening links between the two subregions; to enhance intraregional trade, which barely reached 14% in 2021, unlike that of the European Union at 67.7% and Asia with 58.3% that same year; and
3. **To advance jointly in areas in which both Latin America and the Caribbean have common problems or interests**. Some actions in this connection could have to do with trade and the transfer of the knowledge and experiences of national development finance institutions in the financing of environmental and sustainable projects, and with supporting the efforts of the region's countries that seek to adjust to climate change and to direct their endeavors towards sustainable development. Sustainable tourism, a highly important economic sector for a large percentage of the Caribbean countries constitutes another matter altogether.
4. **We commit ourselves to continue working to fight the poverty and reduce the inequality** of our countries in such a way that we are able to improve the quality of life of our citizens. In doing so, it is of key importance to make use of all of the financial and non-financial means and instruments that are available to us as permitted by the legal systems and institutional mandates, in order to raise the financing that is needed in suitable terms and conditions. Capacities must also be strengthened, knowledge transferred and relevant information provided to foster the decision-making capacity in their production and social projects and undertakings; and to support them in the processes of modernizing and adopting technologies that will enable them to enhance their returns and income while safeguarding the environment.
5. **We are aware that economic growth and environmental conservation are not in opposition but, rather, complement each other**. For that reason, the development finance institutions remain committed to incorporate into their development strategies the Sustainable Development Goals of the United Nations that seek to put an end to poverty, protect the planet and guarantee that by the year 2030 all people will enjoy peace and prosperity; and the Paris Agreement on climate change aimed at limiting global warming. **This will require an economic and social transformation based on the use of the best that science has to offer, particularly by taking advantage of the technological advances of recent years and those that produce a disruptive effect.**
6. **We acknowledge how essential development banks have become because of their contribution to the reconstruction of the world in general and particularly of Latin America and the Caribbean during periods of crisis**. These financial institutions have been active for quite some time, especially during crises, and must now help to recover and maintain stability and to form a great international community for regional and global development. They must take advantage of the fact that their presence in the world is not negligible, for the assets they manage total roughly 11.2 billion dollars, and they finance

over 2.5 billion dollars' worth of investments a year – 10% of the full amount invested by all public and private sources. And in Latin America and the Caribbean they manage more than one billion dollars' worth of assets, a loan portfolio totaling something in the neighborhood of US\$800,000 million without considering other forms of direct or indirect finance like equity, investment funds and guarantee provision, and channel annual disbursements fluctuating between some US\$240 and US\$270,000 million.

7. The pandemic disclosed the existence of extremely serious problems created by either a lack of, or inadequate, connectivity. Governments experienced problems in carrying governmental assistance to the most disadvantaged population groups, moving ahead with remote education --above all in rural areas,-- and boosting electronic trade, compounded by other obstacles. Like it or not, the trend is to make use of technologies that lead to stronger digitalization, automation of processes, and adoption of intelligent systems. These affect production processes, competition, productivity, insertion in the international market, and the composition and nature of the labor force, among other changes of unique importance. **We assume the challenges that these imply**, to which we must be attentive in order to contribute to the development of our respective countries. It is for that reason that cooperation and the sharing of experiences in applying the new disruptive technologies is so important.
8. Considering that the race to innovate and adopt so-called new digitally-based disruptive technologies was already in full force even before the outbreak of the Covid 19-generated pandemic, and that the crisis served to speed them up; and that the impressive sustained growth projections could play out or their impact on the global economy could unblock post-pandemic revival and economic growth in the medium term, we **development finance institutions commit** to support with financing, technical assistance and specialized information, fund-raising from private sources, the establishment of alliances with international financing sources in order to promote the execution of digital infrastructure, Internet connectivity system, and adequate telecommunication projects, the creation of financing programs for technical and professional studies in areas related to these new technologies, and to help enterprises and families integrate and become a part of the digital world --**in other words, to develop the digital ecosystem and support innovation and technological development.**
9. Resilience, in its various connotations, is essential today for social development. Technological and social resilience is the capacity of a system and of a community to withstand and recover from disaster and extreme events. The principles of resilience must be incorporated at all stages of the life cycle of development project investment design and implementation in Latin America and the Caribbean. The considerations for building resilient projects, however, in infrastructure, cities and urban development, and sustainable tourism, for example, encompass not only protection from extreme events, but also from the occurrence of cyberattacks, terrorism or sabotage. In this connection, the approach is being changed in certain types of projects and geographic zones, as well as with regard to technological-type interventions and the use of more resistant or malleable materials adaptable to extreme circumstances. We national, regional, multilateral and extraregional financial institutions **consider it highly important to require the incorporation of principles of resilience** in any project to be financed and, for that reason, will **provide support** with the needed orientation and technical assistance, if necessary, in addition to the financing in alliance with regional and extraregional financial organizations.
10. With a regional vision projected on a global dimension as a starting point, **we revalue the agricultural sector** as being strategic because of its demonstrated importance in keeping up its production and supply flow during the pandemic; in having acted as a key sector in fighting climate change, considering that it generates one-fourth of all greenhouse gas emissions, especially through its deforestation and the resulting loss of biodiversity; in encompassing the largest population group most affected by poverty and inequality; and because of the foreseeable growth in global demand for agricultural products due to the rising population. As a result, greater global food production is needed, 87% of which is expected to come from an increase in productivity. Technology should thus help to produce better quality food products through sustainable use of less resources –land, water, etc. At the same time, farmers must be given sufficient incentives and earnings on sustainable bases. It is not easy for private suppliers to finance agricultural producers; therefore, it is of key importance for development finance institutions to provide financing and to be equipped with instruments and mechanisms for reducing risks in order to unblock local financing.
11. Just as we advocate integration and the joint efforts of the region's development finance institutions, **we express our satisfaction and willingness to go beyond the region and to participate actively in global initiatives and organizations** dedicated to financing development and reinforcing cooperation, relations,

business, investments, interregional financial flows, and the exchange of experiences and knowledge with a global outlook. In this connection, we gladly accept ALIDE's invitation to jointly become a part of the Finance in Common (FIC) global Summit, with the participation of worldwide development finance institutions committed to financing the projects needed to boost the region's development under an approach of contributing to the planet's sustainability; and also of the World Federation of Development Finance Institutions (WFDFI), consisting of regional associations of the world's development finance institutions which, for the next three years, will operate under ALIDE's chairmanship and with its secretariat.

12. Conflicts, insecurity, weak institutions and limited access to justice continue to pose a serious threat to sustainable development. For that reason, in keeping with SDG 16, we will promote just, peaceful and inclusive societies, rejecting violence in all its forms. Development and the creation of opportunities constitute the best deterrent against violence.
13. In conclusion, we express our special appreciation to Korpodeko, the Sustainable Development Corporation of Curaçao; to the Inter-American Development Bank (IDB) for its contribution to the sponsorship of this Assembly; to the allies S&P Global Intelligence and to the private national and international enterprises and organizations; as well as to the government authorities and citizens of Curaçao for their collaboration and warm hospitality during this Fifty-second Regular Meeting of the ALIDE Annual General Assembly.

Curaçao, May 20, 2022

LIST OF PARTICIPANTS

I. LATIN AMERICA AND THE CARIBBEAN

ARGENTINA

José Ignacio De Mendiguren
Presidente
Banco de Inversión y Comercio Exterior S.A. (BICE)
Av. 25 de Mayo 555, piso 6
Buenos Aires, Argentina
Tel.: (54-11) 4313-6610
E-mail: presidencia@bice.com.ar

Patricia Martín
Coordinadora
Banco de Inversión y Comercio Exterior S.A. (BICE)
Av. 25 de Mayo 555, piso 6
Buenos Aires, Argentina
Tel.: (54-11) 4313-6610
E-mail: pmartin@bice.com.ar

Marcelo Mazzón
Asesor del Presidente
Banco de la Nación Argentina (BNA)
Bartolomé Mitre No. 326
Buenos Aires, Argentina
E-mail: mmazzon@bna.com.ar

Hernán Darío Arrue
Asistente Presidencia
Banco de la Provincia de Buenos Aires (BAPRO)
San Martín No. 137, 2º piso
Buenos Aires, Argentina
Tel.: (54-11) 4347-0204
E-mail: presidencia@bpba.com.ar

Mariano Beltrani
Gerencia de Estudios Económicos y Gestión de Riesgos
Banco de la Provincia de Buenos Aires (BAPRO)
San Martín No. 137, 2º piso
Buenos Aires, Argentina
Tel.: (54-11) 4347-0000
int.11110
E-mail: mbeltrani@bpba.com.ar

Juan Miguel Cuattromo
Presidente
Banco de la Provincia de Buenos Aires (BAPRO)
San Martín No. 137, 2º piso
Buenos Aires, Argentina
Tel.: (54-11) 4347-0204
E-mail: presidencia@bpba.com.ar

Raquel Babjaczuk
Relaciones Institucionales
Fondo de Garantías de Buenos Aires (FOGABA)
Av. Corrientes 672, 2ª piso
Buenos Aires, Argentina
Tel.: (+54) 1150074496
E-mail: raquel.babjaczuk@fogaba.com

Federico Dayan
Asesor
Fondo de Garantías de Buenos Aires (FOGABA)
Av. Corrientes 672, 2ª piso
Buenos Aires, Argentina
Tel.: (+54) 1150416111
E-mail: federico.dayan@fogaba.com

ARUBA

Frendsael Giel
CEO
AIB Bank N.V.
Wilhelminasraat 36
Oranjestad, Aruba
Tel.: (1-297) 582-7327
E-mail: fgiel@aib-bank.com

Amalin Flanegin
Gerente, División de Supervisión y Fiscalización
Banco Central de Aruba
J.E. Irausquín Boulevard 8
Oranjestad, Aruba
Tel.: (1-297) 525-2100
E-mail: a.flanegin@cbaruba.org

BARBADOS

Lavern McFarlane
Senior Economist
CARICOM Development Fund
First Floor East, Sky Mall
Haggatt Hall, St. Michael
BB11064
Bridgetown, Barbados
Tel.: (1-246) 436-1849
E-mail: lamcfarlane@caricomdf.org

BELIZE

Natalie Goff
General Manager
Development Finance Corporation (DFC)
Bliss Parade
Belmopan, Belize
Tel.: (501) 822-2350/60
E-mail: natalie.goff@dfcbelize.org

Henry Anderson
Chair of Board of Directors
Development Finance Corporation (DFC)
Bliss Parade
Belmopan, Belize
Tel.: (501) 8222350
E-mail: henryanderson74@gmail.com

BOLIVIA

Ariel Erwin Zabala David
Gerente General
Banco de Desarrollo Productivo S.A.M
Calle Reyes Ortiz No. 73, Ed. Torres Gundlach
La Paz, Bolivia
Tel.: (591-2) 2157171
E-mail: ariel.zabala@bdp.com.bo

BONAIRE

Desiree Coffie
Island Council Member
Bonaire Dutch Caribbean
Plaza Reina Wilhelmina 1
Kralendijk, Bonaire
Tel.: (599) 7155352
E-mail: frakshoncoffie2020@gmail.com

Esther Bernabela
Island Council Member
**Eilandsraad Openbaar
Lichaam** Bonaire
Plaza Reina Wilhelmina 1
Kralendijk, Bonaire
Tel.: (599) 7155352
E-mail:
esther.bernabela@gmail.com

Elvis Tjin Asjoe
Island Council Member
**Eilandsraad Openbaar
Lichaam** Bonaire
Plaza Reina Wilhelmina 1
Kralendijk, Bonaire
Tel.: (599) 7155352
E-mail:
elvistjinasjoe@icloud.com

BRAZIL

Leonardo Delbis de Lacerda
Superintendente
**Banco de Desenvolvimento
de Minas Gerais (BDMG)**
Rua da Bahia 1600 - Bairro de
Lourdes
Belo Horizonte, MG, Brasil
Tel.: (55-31) 3219-8397
E-mail:
leonardod@bdmg.mg.gov.br

Mariana Paula Pereda
**Banco de Desenvolvimento
de Minas Gerais (BDMG)**
Rua da Bahia 1600 - Bairro de
Lourdes
Belo Horizonte, MG, Brasil

Anderson Aorivan da Cunha
Possa
Director
**Banco do Nordeste do Brasil
S.A.**
Av. Dr. Silas Munguba, 5700 -
Passaré
Fortaleza, Ceará, Brasil
Tel.: (55-85) 32993089
E-mail:
andersonpossa@bnb.gov.br

Leonardo Botelho
Jefe del Dpto. de Captación y
Relaciones Institucionales
Internacionales
**Banco Nacional de
Desenvolvimento Econômico
e Social (BNDES)**
Av. República do Chile No.
100
Rio de Janeiro, Brasil
E-mail: lbf@bndes.gov.br

Bruno Laskowsky
Director de Mercados de
Capitales
**Banco Nacional de
Desenvolvimento Econômico
e Social (BNDES)**
Av. República do Chile No.
100, 4 andar
Rio de Janeiro, Brasil
Tel.: (55-21) 3747-8999
E-mail:
bruno.laskowsky@bndes.gov.br

Ricardo Rivera
Jefe del Dpto. de Industrias
Intensivas en Tecnología y
Conectividad
**Banco Nacional de
Desenvolvimento Econômico
e Social (BNDES)**
Av. República do Chile No.
100, 4 andar
Rio de Janeiro, Brasil
Tel.: (55-21) 3747-8999
E-mail: rivera@bndes.gov.br

Leany Barreiro de Sousa
Lemos
Directora de Operaciones
**Banco Regional de
Desenvolvimento do
Extremo Sul (BRDE)**
Rua Uruguai, 155 - 4ª andar
Porto Alegre, Brasil
Tel.: (55-41) 3215-5000
E-mail:
leany.lemos@brde.com.br

Emilio Lebre La Rovere
Director del Centro para el
Clima
**Universidade Federal do Rio
de Janeiro (UFRJ)**
R. Athos da Silveira Ramos,
149, Bloco 1-200, Sala 208
Cidade Universitaria, Ilha do
Fundo
Rio de Janeiro, Brasil
Tel.: (55-21) 3938-8579
E-mail: emilio@ppe.ufrj.br

COLOMBIA

Javier Diaz Fajardo
Presidente
**Banco de Comercio Exterior
de Colombia S.A.
(BANCOLDEx)**
Calle 28 No. 13A-15, piso 51
Bogotá, Colombia
Tel.: (57-1) 486-3000
E-mail:
presidencia@bancoldex.com

María José Naranjo Szauer
Vicepresidente de Estrategia
Corporativa
**Banco de Comercio Exterior
de Colombia S.A.
(BANCOLDEx)**
Calle 28 No. 13A-15, piso 51
Bogotá, Colombia
Tel.: (57-601) 486-3000
E-mail:
mariajose.naranjo@bancoldex.com

Natalia Arango
CCO
Cercarbono
Calle 11 A, 2833, Barrio
Bosque
Manizales, Caldas, Colombia
Tel.: (57) 3104593062
E-mail:
natalia@cercarbono.com

Sandra Gómez
Presidenta
**Financiera de Desarrollo
Territorial (FINDETER)**
Calle 103, No. 19-20
Bogotá, Colombia
Tel.: (57-1) 623-0262/0388
E-mail:
sgomez@findeter.gov.co
presidencia_findeter@findeter.gov.co

Adolfo Cáceres Melo
Presidente
**Fondo para el Financiamiento
del Sector Agropecuario
(FINAGRO)**
Carrera 13 No. 28-17, piso 4
Bogotá, Colombia
Tel.: (57) 3227358351
E-mail:
acaceres@finagro.com.co

Angélica Arenas Arango
Secretaria General
**Instituto de Financiamiento,
Promoción y Desarrollo de
Caldas (INFICALDAS)**
Calle 21 No. 23 - 22
Manizales, Caldas, Colombia
Tel.: (+57) 3102163641
E-mail:
angelica.arenas@inficaldas.gov.co

Juan Martín Zuluaga Tobón
Gerente General
**Instituto de Financiamiento,
Promoción y Desarrollo de
Caldas (INFICALDAS)**
Calle 21 No. 23 - 22
Manizales, Caldas, Colombia
Tel.: (+57) 3113209999
E-mail:
juan.zuluaga@inficaldas.gov.co

Julio César Cerón Ricaurte
Coordinador de Proyectos
**Instituto Financiero para el
Desarrollo del Valle del
Cauca (INFIVALLE)**
Carrera 2 Oeste No. 7-18
Cali, Colombia
Tel.: (+57) 3113014263
E-mail:
jceron@infivalle.gov.co

Claudia Herrera Galvez
Profesional de Comunicación
**Instituto Financiero para el
Desarrollo del Valle del
Cauca (INFIVALLE)**
Carrera 2 Oeste No. 7-18
Cali, Colombia
Tel.: (+57) 3116176347
E-mail:
cherrera@infivalle.gov.co

Claudia Lorena Murillo Velez
Subgerente de Gestión
Integral de Proyectos
**Instituto Financiero para el
Desarrollo del Valle del
Cauca (INFIVALLE)**
Carrera 2 Oeste No. 7-18
Cali, Colombia
Tel.: (+57) 3166863869
E-mail:
cmurillo@infivalle.gov.co

Giovanny Ramírez Cabrera
Gerente General
**Instituto Financiero para el
Desarrollo del Valle del
Cauca (INFIVALLE)**
Carrera 2 Oeste No. 7-18
Cali, Colombia
Tel.: (+57) 3145681183
E-mail:
gramirez@infivalle.gov.co

Clara Luz Roldán González
Gobernadora
**Gobernación del Valle del
Cauca**
Edificio Palacio de San
Francisco
Cali, Colombia
Tel.: (57-2) 620-0000
E-mail:
croldan@valledelcauca.gov.co

Sandra Romero Padilla
Asistente Privada
**Gobernación del Valle del
Cauca**
Edificio Palacio de San
Francisco
Cali, Colombia
Tel.: (57-2) 620-0001
E-mail:
sromero@valledelcauca.gov.co

COSTA RICA

Víctor Acosta
Jefatura, Subgerencia General
de Banca de Desarrollo y
Personas/Segmento Micro
Pequeña Empresa
**Banco Nacional de Costa
Rica**
Avenidas 1 y 3, Ofic. Central
San José, Costa Rica
Tel.: (506) 2212-2200 ext.
9223867
E-mail: vacosta@bncr.fi.cr

Cinthya Morera
Jefatura, Subgerencia General
Banca de Desarrollo y
Personas/Desarrollo y Mujer
**Banco Nacional de Costa
Rica**
Avenidas 1 y 3, Ofic. Central
San José, Costa Rica
Tel.: (506) 2212-2200 ext.
9223867
E-mail: cmorera@bncr.fi.cr

Jeannette Ruiz Delgado
Presidenta
**Banco Nacional de Costa
Rica**
Avenidas 1 y 3, Ofic. Central
San José, Costa Rica
E-mail: jeruiz@bncr.fi.cr

Miguel Cordero Umaña
Director Junta Directiva
Caja de Ande
Av. Central y Segunda Calle
Calle 13
San José, Costa Rica
Tel.: (506) 2523-4949
E-mail:
mcordero@cajadeande.fi.cr

Viviana Vásquez Rodríguez
Gerente
Caja de Ande
Av. Central y Segunda Calle
Calle 13
San José, Costa Rica
Tel.: (506) 2523-4949
E-mail:
vvasquez@cajadeande.fi.cr

Hilda Arroyo Bolaños
Directora Comercial
**Sistema de Banca para el
Desarrollo (SBD)**
San Francisco de Goicochea
Oficentro Torres del Campo
frente al Centro Comercial El
Pueblo
San José, Costa Rica
Tel.: (506) 2105-8100
E-mail:
hilda.arroyo@sbdcr.com

Alejandro Siles González
Coordinador de Gestión
Estratégica
**Sistema de Banca para el
Desarrollo (SBD)**
San Francisco de Goicochea
Oficentro Torres del Campo
frente al Centro Comercial El
Pueblo
San José, Costa Rica
Tel.: (506) 2105-8100
E-mail:
alejandro.siles@sbdcr.com

CURACAO

Alexis Daou
Corporate Treasurer
Aqualectra
Rector Zwijzenstraat 1
Willemstad, Curazao
Tel.: (5999) 463-2273
E-mail:
adaou@aqualectra.com

Janelle Flemming
Aqualectra
Rector Zwijzenstraat 1
Willemstad, Curazao
Tel.: (5999) 5158804
E-mail:
jflemming@aqualectra.com

Darick Jonis
CEO
Aqualectra
Willemstad, Curazao
E-mail:
djonis@aqualectra.com

Janine Laclé
Aqualectra
Willemstad, Curazao

Danilo Zabala David
CEO
Blue NAP Americas
Kaya Seru Mahuma z/n
Willemstad, Curazao
Tel.: (5999) 8630022
E-mail:
dzabala@bluenapamericas.com

Jouraimien Martines
Senior Communications
Officer
BT & P
Beatrixlaan 9
Emmestad, Curazao
E-mail:
j.martines@hotmail.com

Franklin Sluis
CEO
BT & P
Beatrixlaan 9
Emmestad, Curazao
E-mail: sluis.fa@gmail.com

Martina Everts-Anthony
Acting Director
**Bureau for Intellectual
Property of Curacao**
Carmelweg 10A
Willemstad, Curazao
Tel.: (5999) 465-7800
E-mail: m.everts@bip.cw

Gedeona Maduro
Director
**Bureau for Intellectual
Property of Curacao**
Carmelweg 10A
Willemstad, Curazao
Tel.: (5999) 465-7800
E-mail: g.maduro@bip.cw

Michael Allen
**Central Bank of Curaçao and
St. Maarten**
Willemstad, Curazao

Jose Jardim
Executive Board
**Central Bank of Curaçao and
St. Maarten**
Willemstad, Curazao

Laila Matroos-Lasten
Executive Board
**Central Bank of Curaçao and
St. Maarten**
Willemstad, Curazao

Susan Wong
Executive Board
**Central Bank of Curaçao and
St. Maarten**
Willemstad, Curazao
E-mail:
s.wong@centralbank.cw

Jeanette Bonet
Interim CEO
**Curaçao Investment & Export
Promotion Agency (CINEX)**
Johan Van Walbeekplein 18,
2nd Floor
Willemstad, Curazao
Tel.: (+5999) 8432025 ext.
104
E-mail:
jeanette.bonet@cinex.cw

Shanella Balentina-Urselita
Customer Service Officer
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Marie Thérèse Bracelly-
Francees
Manager Credit & Control
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Pablo Alcides Cova
Board Member
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Shurmel Elias
Chairman
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Giovanny Franka
Senior Administration
Support Officer
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Randolph Gijsbertha
Secretary
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Rodayra Hoek
Credit Administration
Support Officer
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Lysandy Hyder-Overman
Credit Administration
Support Officer
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Chesron Isidora
CEO
**Corporación de Desarrollo
Sostenible de Curaçao
(KORPODEKO)**
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799
E-mail:
c.isidora@korpodeko.cw

John Jacobs
Treasurer
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Angelique Janga
Board Member
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Dimitros Janga
Development Manager
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Willem Jonckheer
Board Member
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Natalie Maduro
Management Assistant
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799
natalie.maduro@korpodeko.cw
[w](#)

Gabriel Magdalena
Board Member
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Carin Martina
Senior Administration
Support Officer
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Humphrey Mongen
Board Member
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Wendell Muelen
Board Member
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao

Tasia Muskus
Credit Administration
Support Officer
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Astrid Carolina Richardson
Board Member
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Alvin Stacie
CFO
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Olvia Concincion-Fernandes
Luis
Credit & Development
Support Officer
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Dionna Maria-Cathalina
Accounting & Facilities
Manager
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

Jacqueline Valerius
Corporación de Desarrollo Sostenible de Curaçao (KORPODEKO)
Schottegatweg Oost 36
Willemstad, Curazao
Tel.: (5999) 738-1799

W. Calmes
CGTC (Central General Trahadornan di Corsow)
Willemstad, Curazao

Hugo Clarinda
Curaçao Tourism Board
Willemstad, Curazao

W. Jonckheer
Chamber of Commerce (Board member of Korpodeko)
Willemstad, Curazao

Dirk Jan de Graaff
CEO
DCSX
Willemstad, Curazao

Eldrid Fos
General Manager
Fekoskan
Salinas 157
Willemstad, Curazao
Tel.: (5999) 462-3670
E-mail: efos@fekoskan.coop

Peggy Isenia
Fekoskan
Salinas 158
Willemstad, Curazao

Nelia Goncalves
SMB Sales Representative
Flow
Berg Ararat 1
Willemstad, Curazao
Tel.: (5999) 5214439
E-mail: neliahilario84@gmail.com

Raishukah Porier
Account Manager
Flow
Berg Ararat 1
Willemstad, Curazao
Tel.: (5999) 528-5566
E-mail: porier.raishukah@cw.com

Robert Bottse
Associate Partner
HBN Law & Tax B.V.
L.B. Smithplein 3
Willemstad, Curazao
Tel.: (5999) 4343300
E-mail:
robert.bottse@hbnlawtax.com

Nathania Soon
Attorney-at-Law
HBN Law & Tax B.V.
L.B. Smithplein 3
Willemstad, Curazao
Tel.: (5999) 528-0460
E-mail:
nathania.soon@hbnlawtax.com

Alberto Da Costa Figueria
Managing Director
JPF Corporate Finance
Pletterijweg 43
Willemstad, Curazao
Tel.: (5999) 4658111
E-mail:
alberto.figueira@outlook.com

W. Muelen
Kamara Sindikal (Board Member of Korpodeko)
Willemstad, Curazao

Tamira La Cruz
CEO/Senior Consultant
MarkStra Caribbean
Kaminda Para Karpinte 5
Willemstad, Curazao
Tel.: (5999) 767-3085
E-mail: tlacruz@markstra.com

Gilmar Pisas
Primer Ministro de Curaçao
Fort Amsterdam 15
Willemstad, Curazao
Tel.: (5999) 5116601
E-mail:
roxienne.albertina@gobiernu.cw

Ruisandro Cijntje
Ministro
Ministerio de Desarrollo Económico
Ami Dos Building, 5th Floor
Pletterijweg 43
Willemstad, Curazao
Tel.: (5999) 4621444

Vanessa Tore
Ministry of Economic Development
Willemstad, Curazao

Daniel Houwers
Assistant Managing Director
OBNA Bank
Schottegatweg Oost 3C
Willemstad, Curazao
Tel.: (5999) 7473000
E-mail:
daniel.houwers@obna-bank.com

Chantal Loefstop
Project Monitoring and Compliance Officer
OBNA Bank
Schottegatweg Oost 3C
Willemstad, Curazao
Tel.: (5999) 7473000
E-mail:
chantal.loefstop@obna-bank.com

Fernando Martinez
Fernández
Director General
O S L
Willemstad, Curazao

Erwin Arkenbout
The Representative Office of the Netherlands in Willemstad
Willemstad, Curazao

Alberto Romero
retired Director of Central Bank of Curaçao and Sint Maarten
Willemstad, Curazao

Michel Willem
ex - board member of Korpodeko and ex Minister of Finance
Willemstad, Curazao

Anna Craane
Consultant
RISC
Djonora Marthaweg 8
Willemstad, Curazao
Tel.: (5999) 6774999
E-mail: a.craane@risc.cw

Arthur Dania
Managing Partner
RISC
Djonora Marthaweg 9
Willemstad, Curazao
Tel.: (5999) 6635370
E-mail: a.dania@risc.cw

Josiah Axwyk
Signature Accounts
Professor Kemkampweg 15
Willemstad, Curazao

Tel.: (5999) 95120257

Gianni Schob
Managing Director
Signature Accounts
Professor Kemkampweg 15
Willemstad, Curazao
Tel.: (5999) 95120257
E-mail:
giannischob@signature-accounting.com
Louis Martina
Principal
SixTen
Willemstad, Curazao
Tel.: (5999) 560-6661/7896610
E-mail: Louis@610.cw

E. St. Jacobs
SSK (Central General Trahadoran di Corsow)
Willemstad, Curazao

D. Hodge
VBC (Vereniging Bedrijfsleven Curaçao)
Willemstad, Curazao

Tarceno Cirkens
VBC (Vereniging Bedrijfsleven Curaçao)
Willemstad, Curazao

Daniel Coheur
TOKENY
Willemstad, Curazao

Oswin M. Eleonora
Presidente
ZINICA Group
Willemstad, Curazao

Steven Coutinho
Experto Internacional
Willemstad

CHILE

Luis Bone
Jefe del Departamento de Crédito
Instituto de Desarrollo Agropecuario (INDAP)
Agustinas No. 1465
Santiago, Chile
Tel.: (56-2) 23038071
E-mail: lbone@indap.cl

Juan Carlos Campos
Encargado de Estudios-
Departamento de Crédito
**Instituto de Desarrollo
Agropecuario (INDAP)**
Agustinas No. 1465
Santiago, Chile
Tel.: (56-2) 23038432
E-mail: jcampos@indap.cl

ECUADOR

María Isabel Moncayo
Gerente de Desarrollo de
Productos y Servicios
**Corporación Financiera
Nacional (CFN)**
Av. Iñaquito No. 36A, entre
Nacionales Unidas y Corea
Quito, Ecuador
Tel.: (593-4) 2560881
E-mail: mmoncayo@cfn.fin.ec

Roberto Romero
**Corporación Nacional de
Finanzas Populares y
Solidarias (CONAFIPS)**
Quito, Ecuador
E-mail:
roberto.romero@finanzaspopulares.gob.ec

Amparo Nataly Espinoza
Zambrano
Intendenta General
**Superintendencia de Bancos
del Ecuador**
Av. 12 de octubre N24-185 y
Madrid
Quito, Ecuador
Tel.: (593-2) 299-6100
E-mail:
aespinoza@superbancos.gob.ec

Luz América Goyes Zavala
Experto en Supervisión
**Superintendencia de Bancos
del Ecuador**
Av. 12 de octubre N24-185 y
Madrid
Quito, Ecuador
Tel.: (593-2) 299-6100
E-mail:
lgoyes@superbancos.gob.ec

EL SALVADOR

Rodrigo Solórzano Arévalo
Vicepresidente
**Banco de Fomento
Agropecuario (BFA)**
Km. 10.5 Carretera al Puerto
de la Libertad
Santa Tecla, La Libertad, El
Salvador
Tel.: (503) 77479183
E-mail:
rodrigo.solorzano@bfa.gob.sv

Mario Salazar
Presidente
**Banco de Desarrollo de El
Salvador (BANDESAL)**
Edif. World Trade Center,
Torre II
Nivel 4, Calle El Mirador
San Salvador,
Tel.: (503) 2592-1005/1006
E-mail:
mario.salazar@bandesal.gob.sv

Oscar Danilo Gómez Aranda
Gerente General
**Caja de Crédito Candelaria de
la Frontera**
Bo. Las Ánimas, 2ª calle pte.
Entre 2 Av. Norte y Av. J.O.
Peñate
Candelaria de la Frontera,
Santa Ana
El Salvador
Tel.: (503) 2402-7001
E-mail:
danilo.gomez@cajadelacandelaria.com.sv

Miguel Ángel Pineda
Sandoval
Director Presidente
**Caja de Crédito Candelaria de
la Frontera**
Bo. Las Ánimas, 2ª calle pte.
Entre 2 Av. Norte y Av. J.O.
Peñate, Candelaria de la
Frontera, Santa Ana
El Salvador
Tel.: (503) 2402-7001
E-mail:
caja53@cajadelacandelaria.com.sv

José Atilio Calderón
Director Secretario
**Caja de Crédito Concepción
Batres**
2da. Calle Oriente No. 6,
Barrio San Antonio
Concepción Batres, El
Salvador
Tel.: (503) 2628-4900
E-mail:
ccconcepcionbatres@fedecredito.com.sv

Edgar Antonio de la O Garay
Director Presidente
**Caja de Crédito Concepción
Batres**
2da. Calle Oriente No. 6,
Barrio San Antonio
Concepción Batres, El
Salvador
Tel.: (503) 2628-4900
E-mail:
ccconcepcionbatres@fedecredito.com.sv

Patricia del Carmen Chicas de
Castro
Gerente General
**Caja de Crédito de
Cojutepeque**
Av. Santa Ana, Barrio
Concepción No. 13
Cojutepeque, El Salvador
Tel.: (503) 233-7515
E-mail:
paty.chicas@cajacojutepeque.com.sv

Roberto Flores López
Director Propietario de la
Junta Directiva
**Caja de Crédito de
Cojutepeque**
Av. Santa Ana, Barrio
Concepción No. 14
Cojutepeque, El Salvador
Tel.: (503) 2233-7500
E-mail:
rflores.lopez@hotmail.com

Rosario Guadalupe
Hernández de Escobar
Directora Suplente de Junta
Directiva
**Caja de Crédito de
Cojutepeque**
Av. Santa Ana, Barrio
Concepción No. 15
Cojutepeque, El Salvador
Tel.: (503) 2233-7500
E-mail:
escobarrosario391@gmail.com

Oscar Antonio Menjivar
Director Suplente de Junta
Directiva
**Caja de Crédito de
Cojutepeque**
Av. Santa Ana, Barrio
Concepción No. 15
Cojutepeque, El Salvador
Tel.: (503) 2233-7500
E-mail:
o.menjivar@hotmail.com

Ana Coralia Portillo
Hernández
Directora Suplente de Junta
Directiva
**Caja de Crédito de
Cojutepeque**
Av. Santa Ana, Barrio
Concepción No. 16
Cojutepeque, El Salvador
Tel.: (503) 2333-7500
E-mail:
paty.chicas@cajacojutepeque.com.sv

Liliam Margarita Rivas de
Hernández
Secretaría de Junta Directiva
**Caja de Crédito de
Cojutepeque**
Av. Santa Ana, Barrio
Concepción No. 16
Cojutepeque, El Salvador
Tel.: (503) 2333-7500
E-mail:
lilianrivas2004@yahoo.es

Elder José Monge Menjivar
Director Presidente
Caja de Crédito de Ilobasco
4ª Av. Norte, Barrio El Centro
Ilobasco
Cabañas, El Salvador
Tel.: (503) 2325-8700
E-mail:
licmonge@hotmail.com

Pablo Eliseo Alvarado Portillo
Gerente General
**Caja de Crédito de Nueva
Concepción**
Av. Profesor Silvestre de
Jesús Díaz, Bo. El Centro No.
59A
Nueva Concepción,
Chalatenango
El Salvador
Tel.: (503) 2313-0700
E-mail:
gerencia@cajanueva.com.sv

Carlos Ernesto Pineda Mancia
Director
**Caja de Crédito de Nueva
Concepción**
Av. Profesor Silvestre de
Jesús Díaz, Bo. El Centro No.
59A
Nueva Concepción,
Chalatenango
El Salvador
Tel.: (503) 2313-0700
E-mail:
carlospineda@cajanueva.com.sv

Oscar Francisco Portillo
Huezo
Director
**Caja de Crédito de Nueva
Concepción**
Av. Profesor Silvestre de
Jesús Díaz, Bo. El Centro No.
59A
Nueva Concepción,
Chalatenango
El Salvador
Tel.: (503) 2313-0700
E-mail:
oscarhuezo@cajanueva.com.sv

Edmundo Antonio Benítez
Flores
Gerente General
**Caja de Crédito de San
Francisco Gotera**
1ra. Ave. Norte No. 1 BIS BA
El Centro
San Francisco Gotera, Dpto.
Morazán, San Francisco
Gotera
El Salvador
Tel.: (503) 2665-6800
E-mail:
gerencia@cajadecreditogotera.com

Jorge Eduardo Vega Cerna
Director
**Caja de Crédito y Ahorro de
San Juan Opico**
Calle Luz Morán y Av.
Guerrero, Barrio El Centro
San Juan Opico, La Libertad,
El Salvador
Tel.: (503) 7601-3174
E-mail:
jorge.vega@cajaopico.com

Mauricio Alfonso Ayala
Marino
Gerente General
**Caja de Crédito de San Pedro
Nonualco**
Calle Jesús Peña, Av.
Guatemala, Barrio El Centro,
San Pedro Nonualco
La Paz, El Salvador
Tel.: (503) 2393-9301
E-mail:
mauricio.ayala@ccsanpedrononualco.com

Julio Alberto Del Cid Larios
Primer Director Suplente
**Caja de Crédito de Santiago
de María**
Av. 15 de Septiembre No.12
Barrio San Antonio
Santiago de María, El
Salvador
Tel.: (503) 2665-6700
E-mail:
julioalberto12345@gmail.com

Mario Ernesto Crespo
Director Secretario
**Caja de Crédito de Santiago
de María**
Av. 15 de Septiembre No.12
Barrio San Antonio
Santiago de María, El
Salvador
Tel.: (503) 2665-6700
E-mail:
mariocrespo7@hotmail.com

Miguel Angel Perdomo
Alvarado
Segundo Director Suplente
**Caja de Crédito de Santiago
de María**
Av. 15 de Septiembre No.12
Barrio San Antonio
Santiago de María, El
Salvador
Tel.: (503) 2665-6700
E-mail:
perdomom23@gmail.com

José Mercedes Ramos Portillo
Director Presidente
**Caja de Crédito de Santiago
de María**
Av. 15 de Septiembre No.12
Barrio San Antonio
Santiago de María, El
Salvador
Tel.: (503) 2665-6700
E-mail: jr051@yahoo.com

Catarino Eliodoro Rivas
Abrego
Gerente General
Caja de Crédito de Santiago de María
Av. 15 de Septiembre No.12
Barrio San Antonio
Santiago de María, El Salvador
Tel.: (503) 2665-6700
E-mail:
cera2511@hotmail.com

José Benigno Zelaya
Director Propietario
Caja de Crédito de Santiago de María
Av. 15 de Septiembre No.12
Barrio San Antonio
Santiago de María, El Salvador
Tel.: (503) 2665-6700
E-mail:
secretaria@cajasama.com

Francisco Javier Alvarenga
Melgar
Gerente Financiero
Caja de Crédito de San Vicente
5a. Calle Oriente No. 1
San Vicente, El Salvador
Tel.: (503) 2347-3300
E-mail:
gerencia.financiera@cajasanviente.com

Fulbio Alirio Hernández
Rodríguez
Director Secretario
Caja de Crédito de San Vicente
5a. Calle Oriente No. 1
San Vicente, El Salvador
Tel.: (503) 2347-3300
E-mail:
autodidacta62@yahoo.com

Catarino Amado López
Bautista
Director Suplente
Caja de Crédito de San Vicente
5a. Calle Oriente No. 1
San Vicente, El Salvador
Tel.: (503) 2347-3300
E-mail:
asistente.gerencia@cajasanviente.com

Luis Alberto Escobar Archila
Director Propietario
Caja de Crédito de Sonsonate
Calle Obispo Marroquín y 10a
Av. Sur No. 5-10, Barrio El Angel, Sonsonate, El Salvador
Tel.: (503) 2429-9613
E-mail:
laescobararchila@hotmail.com

José Ismael García Pérez
Gerente General
Caja de Crédito de Sonsonate
Calle Obispo Marroquín y 10a
Av. Sur No. 5-10, Barrio El Angel, Sonsonate, El Salvador
Tel.: (503) 2429-9613
E-mail:
ismael_garcia@cajasonsonate.com.sv

Juan Ramón Recinos Sánchez
Director Presidente y Representante Legal
Caja de Crédito de Sonsonate
Calle Obispo Marroquín y 10a
Av. Sur No. 5-10, Barrio El Angel, Sonsonate, El Salvador
Tel.: (503) 2429-9613
E-mail:
presidencia@cajasonsonate.com.sv

Walter Ovidio Maldonado
Lazo
Gerente General
FEDECRÉDITO DE CV
25 Av. Norte y 23 Cl. Poniente, Edif. Macario Armando Rosales
San Salvador, El Salvador
Tel.: (503) 78512251
E-mail:
karla.dominguez@ccjocoro.com

Macario Armando Rosales
Rosa
Presidente & CEO
FEDECRÉDITO DE CV
25 Av. Norte y 23 Cl. Poniente, Edif. Macario Armando Rosales
San Salvador, El Salvador
Tel.: (503) 7039-3417
E-mail:
armando.rosales@fedecredito.com.sv

Miguel Ángel Servellón
Guerrero
Director Propietario
FEDECRÉDITO DE CV
25 Av. Norte y 23 Cl. Poniente, Edif. Macario Armando Rosales
San Salvador, El Salvador
Tel.: (503) 7890-0942
E-mail:
miguel.servellon@fedecredito.com.sv

GUATEMALA

Edgar Rolando Guzmán
Gerente General
Banco de Desarrollo Rural (BANRURAL)
Av. La Reforma 9-30, Zona 9
Guatemala, Guatemala
Tel.: (502) 2339-8888
E-mail:
edgar.guzmán@banrural.com.gt

Luis Armando Samayoa
Subgerente General de Soporte
Banco de Desarrollo Rural (BANRURAL)
Av. La Reforma 9-30, Zona 9
Guatemala, Guatemala
Tel.: (502) 2339-8888
E-mail:
armando.samayoa@banrural.com.gt

MEXICO

Ivan Cornejo Villalba
Director de Organismos Financieros Internacionales
Bancomext/Nacional Financiera
Av. Insurgentes Sur 1971
Col. Guadalupe Inn, Del. Alvaro Obregón
Ciudad de México, México
Tel.: (52-55) 5325-6260
E-mail:
ivcornejo@nafin.gob.mx

Paulina Moreno García
DGA de Administración y
Finanzas
**Bancomext/Nacional
Financiera**
Av. Insurgentes Sur 1971
Col. Guadalupe Inn, Del.
Alvaro Obregón
Ciudad de México, México
Tel.: (52-55) 5325-6032
E-mail:
pmorenog@nafin.gob.mx

Ismael Villanueva Zúñiga
Director General Adjunto de
Emisiones y Relaciones
Externas
**Bancomext/Nacional
Financiera**
Periférico Sur 4333, 5 piso,
Col. Jardines en la Montaña
Ciudad de México, México
Tel.: (52-55) 5449-9013 /
53256110
E-mail:
ivillanueva@bancomext.gob.mx

Margott Galván Encinas
Gerente Ejecutiva de Asuntos
Internacionales
**Banco Nacional de Obras y
Servicios Públicos
(BANOBRAS)**
Av. Javier Barros Sierra No.
515
Col. Lomas de Santa Fé, Del.
Alvaro Obregón
Ciudad de México, México
Tel.: (52-55) 5270-1419
E-mail:
Margott.galvan@banobras.gob.mx

Rafael Guerrero
Subdirector de Proyectos de
Agua y Medio Ambiente
**Banco Nacional de Obras y
Servicios Públicos
(BANOBRAS)**
Av. Javier Barros Sierra No.
515
Col. Lomas de Santa Fé, Del.
Alvaro Obregón
Ciudad de México, México
Tel.: (52-55) 5270-1200
E-mail:
rafael.guerrero@banobras.gob.mx

Delia Sánchez
Directora de Evaluación y
Planeamiento
**Banco Nacional de Obras y
Servicios Públicos
(BANOBRAS)**
Av. Javier Barros Sierra No.
515
Col. Lomas de Santa Fé, Del.
Alvaro Obregón
Ciudad de México, México
Tel.: (52-55) 5270-1200

Luis Fernández Guevara
Director General
**Comisión Nacional Bancaria y
de Valores (CNBV)**
Insurgentes Sur No. 1971
Col. Guadalupe Inn, Alvaro
Obregón
Ciudad de México, México
Tel.: (52-55) 1454740/41
E-mail:
lfernandezg@cnbv.gob.mx

José Antonio Cortés
Barrientos
Director General Adjunto de
Promoción de Negocios
FIRA - Banco de México
Periférico Sur No. 4300, Col.
Jardines del Pedregal de San
Angel
Ciudad de México, México
E-mail: jacortes@fira.gob.mx

Jesús Alan Elizondo Flores
Director General
FIRA - Banco de México
Periférico Sur No. 4300, Col.
Jardines del Pedregal de San
Angel
Ciudad de México, México
E-mail: aelizondo@fira.gob.mx

Carlos Rodríguez
Director de Promoción y
Desarrollo de Productos y
Servicios
FIRA - Banco de México
Periférico Sur No. 4300, Col.
Jardines del Pedregal de San
Angel
Ciudad de México, México
E-mail:
cerodriguez@fira.gob.mx

Angel O'Doherty Madrazo
FIRA - Banco de México
Periférico Sur No. 4300, Col.
Jardines del Pedregal de San
Angel
Ciudad de México, México

Flora Rodríguez
Directora de Atención a
Desarrolladores de Vivienda
**Sociedad Hipotecaria Federal
(SHF)**
Av. Ejército Nacional 180,
Col. Anzures, Miguel Hidalgo
Ciudad de México, México
Tel.: (52-55) 5263-4500
E-mail:
frrodriguez@shf.gob.mx

Alonso Alfaro
Team Lead, Sales, Latin
America
**S & P Global Market
Intelligence**
Av. Javier Barros Sierra No.
540, Torre 2, PH2
Ciudad de México, México
Tel.: (52-55) 7960-7631
E-mail:
alonso.alfaro@spglobal.com

Juan Carlos Pérez
Director
**S & P Global Market
Intelligence**
Av. Javier Barros Sierra No.
540, Torre 2, PH3
Ciudad de México, México
E-mail: jmacias@spglobal.com

NICARAGUA

José Ulises Morales Ampié
Gerente General
**Banco de Fomento a la
Producción (BFP)**
Rotonda Rubén Darío
600mts. Al Este, Banco BFP
Managua, Nicaragua
Tel.: (505) 2255-7474
E-mail:
ulises.morales@bfp.com.ni

Sara Amelia Rosales Castellón
Presidenta del Consejo
Directivo
**Banco de Fomento a la
Producción (BFP)**
Rotonda Rubén Darío
600mts. Al Este, Banco BFP
Managua, Nicaragua
Tel.: (505) 2255-7474
E-mail:
sara.rosales@bfp.com.ni

PANAMA

Alex Lindo
Subgerente del Área de
Negocios
Caja de Ahorros
Casa Matriz, Vía España, piso
12
Panamá, Panamá
Tel.: (507) 508-1980
E-mail:
alex.lindo@cajadeahorros.com.pa

Verónica González Quintero
Coordinadora de Mercado de
Carbono
**Ministerio de Ambiente de
Panamá**
Calle Diego Domínguez, Edif.
804
Albrook, Ancón
Panamá, Panamá
Tel.: (505) 500-0855
E-mail:
vgonzalez@miambiente.gob.pa

Jessica Jacob
CEO
SURECO & Partners
The Regent, piso 10
Panamá, Panamá
Tel.: (507) 62862091
E-mail:
ceo@surecoandpartners.com

PARAGUAY

Emiliano Fernández
Miembro del Directorio
**Agencia Financiera de
Desarrollo (AFD)**
Herib. Campos Cervera 886
Asunción, Paraguay
Tel.: (595-21) 606-020
E-mail:
efernandez@afd.gov.py

Stella Guillén
Miembro del Directorio
**Agencia Financiera de
Desarrollo (AFD)**
Herib. Campos Cervera 886
Asunción, Paraguay
Tel.: (595-21) 606-020
E-mail: sguillen@afd.gov.py

Claudio Bacchetta Chiriani
Miembro del Directorio
**Banco Nacional de Fomento
(BNF)**
Independencia y Cerro Corá
Asunción, Paraguay
Tel.: (595-21) 419-
1201/1290
E-mail:
claudiobacchetta@bnf.gov.py

Manuel Ochippintti Dalla
Fontana
Presidente
**Banco Nacional de Fomento
(BNF)**
Independencia y Cerro Corá
Asunción, Paraguay
Tel.: (595-21) 419-
1201/1290
E-mail:
presidencia@bnf.gov.py

Gerardo Alfredo Ruiz Díaz
Franco
Gerente General
**Banco Nacional de Fomento
(BNF)**
Independencia y Cerro Corá
Asunción, Paraguay
Tel.: (+595) 981542103
E-mail:
gerardoruiz@bnf.gov.py

PERU

María Alejandra Cantuarias
Arana
Directora de Mercado
Bosques Amazónicos (BAM)
Vía Principal 123, Torre Real
1, Ofic. 201
Lima 27, Perú
Tel.: (51-1) 4801191
E-mail:
mcantuarias@bosques-amazonicos.com

Carlos Linares
Presidente de ALIDE
c/o Presidente del Directorio
**Corporación Financiera de
Desarrollo S.A. (COFIDE)**
Augusto Tamayo No. 160
Lima 27, Perú
Tel.: (51-1) 615-4000
E-mail:
clinarep@cofide.com.pe

Aimi Yamamura
Gerenta de Desarrollo e
Innovación
**Corporación Financiera de
Desarrollo S.A. (COFIDE)**
Augusto Tamayo No. 160
Lima 27, Perú
Tel.: (51-1) 615-4000
E-mail:
ayamamura@cofide.com.pe

Fiorella Arbulú Díaz
Analista Principal de
Microfinanzas
**Superintendencia de Banca,
Seguros y AFP**
Los Laureles No. 214, San
Isidro
Lima 27, Perú
Tel.: (51-1) 421-0741
E-mail: farbulu@sbs.gob.pe

Ricardo Palma Valderrama
ex - Secretario General de
Alide
Los Nogales No. 444, Dpto.
401,
Lima 27, Perú
Tel.: (51-1) 422-2831
E-mail: ripalmav@gmail.com

DOMINICAN REPUBLIC

Víctor Morillo
Director General de Negocios
Institucional y Remesas
**Banco de Reservas de la
República Dominicana**
Av. Winston Churchill
Esq. Porfirio Herrera, Torre
Banreservas
Santo Domingo, República
Dominicana
Tel.: (1-809) 960-5708
E-mail:
vmorillo@banreservas.com

José Obregón
Director General Senior
Negocios Internacionales y
Gobierno Corporativo
**Banco de Reservas de la
República Dominicana**
Av. Winston Churchill
Esq. Porfirio Herrera, Torre
Banreservas
Santo Domingo, República
Dominicana
Tel.: (1-809) 960-5708
E-mail:
jobregon@banreservas.com

Marlyn Kwolek
Directora de Negocios
Internacionales
**Banco de Reservas de la
República Dominicana**
Av. Winston Churchill
Esq. Porfirio Herrera, Torre
Banreservas
Santo Domingo, República
Dominicana
Tel.: (1-809) 960-5708
E-mail:
mkwolek@banreservas.com

SINT MAARTEN

Sulaica Davelaar
Senior Policy Advisor
**Ministry of Housing, Spatial
Planning, Environment and
Infrastructure**
Soualiga Road No. 1 Pond
Island
Great Bay
Philipsburg, Sint Maarten
(Dutch part)
Tel.: (1-721) 5204679
E-mail:
sulaica.davelaar@sintmaarten.gov.org

Egbert Jurendy Doran
Minister of Housing, Spatial
Planning, Environment and
Infrastructure
**Ministry of Housing, Spatial
Planning, Environment and
Infrastructure**
Soualiga Road No. 1 Pond
Island
Great Bay
Philipsburg, Sint Maarten
(Dutch part)
E-mail:
sulaica.davelaar@sintmaarten.gov.org

URUGUAY

Alejandro Lafluf
Vicepresidente
**Banco de la República
Oriental del Uruguay (BROU)**
Cerrito No. 351
Montevideo, Uruguay
Tel.: (598-2) 1896-2720
E-mail:
alejandro.lafluf@brou.com.uy

Lorena Sánchez Campanella
Gerente de Asesoría
Económica
**Banco de la República
Oriental del Uruguay (BROU)**
Cerrito No. 352
Montevideo, Uruguay
Tel.: (598-2) 1896-2455
E-mail:
lorena.sanchez.campanella@brou.com.uy

II. OTHER REGIONS

GERMANY

Claudia Arce
Directora para América Latina
y el Caribe
KfW Banco de Desarrollo
Palmengartenstrasse 5-9
Frankfurt am Main, Alemania
Tel.: (49-69) 7431-3249
E-mail: claudia.arce@kfw.de

Johannes Scholl
Energy and Financial Sector
Development Latin America
KfW Banco de Desarrollo
Palmengartenstrasse 5-9
Frankfurt am Main, Alemania
Tel.: (49-69) 7431-8935
E-mail:
johannes.scholl@kfw.de

CANADA

Jean-Sébastien Charest
Vicepresidente y Lider de
Transformación Digital
**Business Development Bank
of Canada (BDC)**
5 Place Ville Marie, Suite 400
Montreal, Quebec, Canadá
E-mail: jean-sebastien.charest@bdc.ca

Sandra Péloquin
Director, Strategic
Partnerships
**Business Development Bank
of Canada (BDC)**
5 Place Ville Marie, Suite 400
Montreal, Quebec, Canadá
Tel.: (1-514) 283-0926
E-mail:
sandra.peloquin@bdc.ca

Gerardo Almaguer
CEO
**Développement International
Desjardins (DID)**
59, Avenue Bégin
Levis
Québec, Canadá
Tel.: (1-418) 835-2400
E-mail:
direction.generale@did.qc.ca

CHINA

Edgar Pérez
Experto Internacional
Tecnología y Finanzas
E-mail:
mep@mredgarperez.com

SPAIN

José Manuel Aguirre
Director Relaciones
Institucionales
**Aplicaciones de Inteligencia
Artificial S.A. (AIS) en México**
c/Muntaner, 262, 5ª-2a
Barcelona, España
Tel.: (34-93) 4143534
E-mail: jmanuel.aguirre@ais-int.com

Elías Bethencourt
Director de AIS en México
**Aplicaciones de Inteligencia
Artificial S.A. (AIS) en México**
Ciudad de México, México,
E-mail:
elias.bethencourt@ais-int.com

Rosario Casero Echeverri
Directora General de
Negocios
**Instituto de Crédito Oficial
(ICO)**
Paseo del Prado No. 4,
Madrid, España
Tel.: (+34) 915921820
E-mail: rosario.casero@ico.es

Ana María Martínez González
Jefe Área Mediación con
Entidades Financieras
**Instituto de Crédito Oficial
(ICO)**
Paseo del Prado No. 4,
Madrid, España
Tel.: (+34) 915921820
E-mail: ana.martinez@ico.es

UNITED STATES

Javier Manzanares
Co-Ceo
ClimateCoin
Coral Gables
Miami, Estados Unidos de América
Tel.: (507) 64068089
E-mail:
javier@climatecoin.com

Alexandre Moreira
Managing Director
International Financial Consulting Ltd.
World Exchange Plaza,
P.O. Box 81119
Coral Gables, Estados Unidos de América
Tel.: (1-786) 4235598
E-mail: amoreira@i-financialconsulting.com

Marcos Gonzalez Lama
Business Development Manager
Caribbean Region
LexisNexis Risk Solutions
777 Yamato Road,
Boca Raton, Estados Unidos
Tel.: (1-786) 427-5362
E-mail:
marcos.gonzalez@lexisnexisrisk.com

FRANCE

Adama Mariko
Secretario General
FICS
5 rue Boland Bartrhes
Paris, Francia
E-mail: marikoa@afd.fr

INDIA

Meghana Vasudev Joglekar
General Manager
Export-Import Bank of India (Exim Bank)
Centre One Building, Floor 21
World Trade Centre Complex
Cuffe Parade,
Mumbai 400 005, India
Tel.: (91-22) 2217-2696
E-mail:
meghanajoglekar@eximbankindia.in

Varun Talwar
Chief Manager
Export-Import Bank of India (Exim Bank)
Centre One Building, Floor 21
World Trade Centre Complex
Cuffe Parade
Mumbai 400 005, India
Tel.: (91-22) 2217-2621
E-mail:
varun.t@eximbankindia.in

Dr. G.R. Chintala
Chairman
National Bank for Agricultural and Rural Development (NABARD)
Plot No. C-24, G Block,
Bandra-Kurla -Complex
Bandra (E), Mumbai, India
Tel.: (91-22) 2653-0000
E-mail: chairman@nabard.org
chairmansectt@nabard.org

ITALY

Davide Petrangeli
Investment Officer
Cassa Depositi e Prestiti S.p.A
Via Goito, 4,
Roma, Italia
Tel.: (39-6) 4221-2388
E-mail:
davide.petrangeli@cdp.it

Ruggero Pietrafesa Mendicini
Head of Corporate & Financial Institutions
Development Finance
Cassa Depositi e Prestiti S.p.A
Via Goito, 4,
Roma, Italia
Tel.: (39-6) 4221-3940
E-mail:
ruggero.pietrafesa@cdp.it

UNITED KINGDOM

Lukas Wellen
Director
Fern Software
35 Stockmans Ways, Belfast
Belfast, Reino Unido
Tel.: (31-64) 1384431
E-mail:
lukas.wellen@fernsoftware.com

Andrea Fernández
Managing Director Climate Finance, Knowledge and Partnership
C40 (Grupo de Liderazgo Climático)
Londres, Reino Unido

Caroline Fouvret
Gerente de Proyectos
WTW (Willis Tower Watson)
Londres, Reino Unido

III. INTERNATIONAL ORGANIZATIONS

Enrique Florencio
Secretary General
Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)
2nd Floor, Skyland Plaza Bldg,
Gil Puyat Avenue
Makati City
Tel.: (63-2) 816-1672
E-mail: eflorencio@adfiap.org

Prasun Kumar Das
Secretary General
Asia-Pacific Rural and Agricultural Credit Association (APRACA)
BAAC Building, 469
Nakhonsawan Rd.
Suan Chitralada, Dusit
Bangkok, Thailand
Tel.: (662) 282-0693
E-mail: prasun@apraca.org

Edgardo Alvarez
Secretario General
Asociación Latinoamericana de Instituciones Financieras para el Desarrollo (ALIDE)
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail:
secretariageneral@alide.org

Carlos Bravo
Jefe del Programa de Desarrollo Estratégico y Control de Proyectos
Asociación Latinoamericana de Instituciones Financieras para el Desarrollo (ALIDE)
Paseo de la República 3211
Lima 27, Perú
E-mail: cbravo@alide.org

Romy Calderón
Jefe de Estudios Económicos
e Información
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: rcalderon@alide.org

Elva Cánepa
Asistente, Despacho
Secretario General
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: ecanepa@alide.org

Javier Carbajal
Economista
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: jcarbajal@alide.org

Jorge Montesinos
Jefe Programa de
Capacitación y Cooperación
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: jmontesinos@alide.org

Javier Rodríguez
Jefe Programa de Asistencia
Técnica
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: jrodriguez@alide.org

Andrea Sánchez
Especialista, Programa de
Relaciones Institucionales
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: asanchez@alide.org

Eduardo Vásquez
Jefe, Programa de Relaciones
Institucionales
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: evasquez@alide.org

Andrea Villafranca
Área de Comunicaciones
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: comunicaciones@alide.org

Marlene Zamora
Jefe de Conferencias
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
Paseo de la República 3211
Lima 27, Perú
Tel.: (51-1) 203-5520
E-mail: mzamora@alide.org

Ronny Suárez
Gerente del Proyecto
Readiness
**Asociación Latinoamericana
de Instituciones Financieras
para el Desarrollo (ALIDE)**
E-mail: suarezronny@yahoo.com

Miguel Méndez
Jefe del Dpto. de
Colaboración y Cooperación
Internacional
**Banco Centroamericano de
Integración Económica (BCIE)**
Blvd. Suyapa, Frente a la Ene
Tegucigalpa, Honduras
Tel.: (504) 2240-2206
E-mail: mmendez@bcie.org

Yves Ferreira
Head of Caribbean Regional
Office
**Banco Europeo de
Inversiones (BEI)**
César Nicolás Penson No. 85,
Esq. Leopoldo Navarro
Santo Domingo, República
Dominicana
Tel.: (1-809) 473-4496
E-mail: y.ferreira@eib.org

Alexandra Sofía de Almeida
Gerente Senior de
Operaciones
**Banco Europeo de
Inversiones (BEI)**
100 Bd. Konrad Adenauer
L-2950 Luxemburgo,
Luxemburgo, Luxemburgo
Tel.: (+352) 437982190
E-mail: almeida@eib.org

Kristin Lang
Jefe de la División para
América Latina y el Caribe
Sector Público
**Banco Europeo de
Inversiones (BEI)**
100 Bd. Konrad Adenauer
L-2950 Luxemburgo,
Luxemburgo
Tel.: (+352) 4379-87009
E-mail: k.lang@eib.org

Alexandre Staff Varela
Jefe de la Oficina Regional
**Banco Europeo de
Inversiones (BEI)**
Calle 166 No. 7 - 15
Bogotá, Colombia
Tel.: (352) 621339214
E-mail: a.staffvarela@eib.org

Floris Vermeulen
Local Representative
**Banco Europeo de
Inversiones (BEI)**
EU Delegation
Bridgetown, Barbados
Tel.: (1-246) 232-7070
E-mail: f.vermeulen@eib.org

Karina Azar
Consultora, Género en Sector
Financiero
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América
E-mail: kazarbarros@iadb.org

José Francisco Demichelis
Especialista Senior, División
de Conectividad, Mercados y
Finanzas
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América
E-mail: franciscodemichelis@iadb.org

Giovanni Leo Frisari
Economista Senior de Cambio
Climático
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América
E-mail: giovannif@iadb.org

Lynda García
División de Conectividad,
Mercados y Finanzas
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América
E-mail: lyndag@iadb.org

Juan Antonio Ketterer
Jefe, División de
Conectividad, Mercados y
Finanzas
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América
E-mail: juank@iadb.org

Cristina López
Consultora
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América

Juan Martínez Alvarez
Especialista Senior en
Finanzas Estructuradas
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América

Enrique Nieto
División de Conectividad,
Mercados y Finanzas
**Banco Interamericano de
Desarrollo (BID)**
1300 New York Avenue,
Washington D.C., 20577
Estados Unidos de América
E-mail: enriquen@iadb.org

Jorge Arbache
Vicepresidente Sector
Privado
**CAF-Banco de Desarrollo de
América Latina**
Av. Canaval y Moreyra 380
Lima 27, Perú
Tel.: (51-1) 710-2883
E-mail: jarbache@caf.com

Fabiola Briceño
Ejecutiva Principal
Recursos Financieros
Institucionales
**CAF-Banco de Desarrollo de
América Latina**
Av. Canaval y Moreyra 380
Lima 27, Perú
Tel.: (51-1) 710-8556
E-mail: fbriceno@caf.com

Gloria Gamero
Directora Recursos
Financieros Institucionales
**CAF-Banco de Desarrollo de
América Latina**
Av. Canaval y Moreyra 380
Lima 27, Perú
Tel.: (51-1) 710-8553
E-mail: ggamero@caf.com

Gladis Genua
Directora ILACC
**CAF-Banco de Desarrollo de
América Latina**
Torre Oceanía 200
Panamá, Panamá
E-mail: ggenua@caf.com

Nelson Larrea
Ejecutivo Principal
**CAF-Banco de Desarrollo de
América Latina**
Edificio Oceanía Business
Plaza, Torre 2000, piso 24,
Punta Pacífica
Panamá, Panamá
Tel.: (507) 66303299
E-mail: nlarrea@caf.com

Federico Vignati
Ejecutivo Principal
**CAF-Banco de Desarrollo de
América Latina**
Av. Canaval y Moreira 380,
piso 9
Lima 27, Perú
Tel.: (51) 981566032
E-mail: fvignati@caf.com

Daniel Best
Director de Proyectos
**Caribbean Development
Bank (CDB)**
P.O. Box 408
Wilkey, St. Michael, Barbados
Tel.: (1-246) 539-1600
E-mail: bestd@caribank.org

Valerie Isaac
Coordinadora de la Unidad de
Sustentabilidad Ambiental
**Caribbean Development
Bank (CDB)**
P.O. Box 408
Wilkey, St. Michael, Barbados

Hyginus Leon
Presidente
**Caribbean Development
Bank (CDB)**
P.O. Box 408
Wilkey, St. Michael, Barbados
Tel.: (1-246) 539-1600
E-mail:
hyginus.leon@caribank.org,
tracie.richards@caribank.org

Shelton Nicholls
Senior Advisor to the
President
**Caribbean Development
Bank (CDB)**
P.O. Box 408
Wilkey, St. Michael, Barbados
Tel.: (1-246) 539-1600
E-mail:
shelton.nicholls@caribank.org

Giorgio Trettenero Castro
Secretario General
**Federación Latinoamericana
de Bancos (FELABAN)**
Carrera 7 No. 71-21, Torre A
Oficina 401-2
Bogotá, Colombia
Tel.: (57-1) 745-1187
E-mail:
gtrettenero@felaban.com

Mariana Martinez
Lider Regional
FinEquity ALC
E-mail:
mmartinez@worldbank.org

Mélissa Kerim-Dikeni
Directora del Programa
**Fonds Mondial pour le
Développement des Villes
(FMDV)**
47 Avenue Pasteur
93100 Montreuil, Francia
Tel.: (33) 1 80895226/29
E-mail:
mkerimdikeni@fmdv.net

Libertad Sobrado
Project Officer
**Fonds Mondial pour le
Développement des Villes
(FMDV)**
47 Avenue Pasteur
93100 Montreuil, Francia
Tel.: (33) 613098370
E-mail: lsobrado@fmdv.net

Henrique Pissaia
Jefe de Gabinete
**FONPLATA-Banco de
Desarrollo**
Av. San Martín No. 155,
Equipetrol
Santa Cruz de la Sierra,
Bolivia
Tel.: (591) 78122834
E-mail: hpissaia@fonplata.org

Andrés Uslenghi
Consejero Legal
**FONPLATA-Banco de
Desarrollo**
Av. San Martín No. 155,
Equipetrol
Santa Cruz de la Sierra,
Bolivia
Tel.: (591) 33159430
E-mail:
auslenghi@fonplata.org

Naresh Pradhan
Especialista Principal en
Transporte
División de Mitigación y
Adaptación, Fondo Verde
para el Clima
Green Climate Fund (GCF)
Inchon, Corea del Sur

Jone Orbea
Jefe de Equipo
PNUMA ROLAC

Daniel Galván Pérez
Oficial Técnico
UNFCCC
Edificio 103, Av. Morse
Ciudad del Saber, Clayton
Panamá, Panamá
Tel.: (507) 305-3100
E-mail:
DGalvanPerez@unfccc.int

Frédéric Perron-Welch
Climate Law and Policy
Expert
**United Nations Research
Institute for Social
Development**
Palais des Nations, 1211
Ginebra, Suiza
Tel.: (41) 229173060
E-mail:
fredericpw@protonmail.com

Arturo Ardila-Gómez
Líder en Movilidad Urbana y
Economista Jefe de
Transporte
World Bank
1818 H Street
Washington D.C., 20433
Estados Unidos de América
Tel.: (1-202) 473-1000