

# **Leadership and Capacity Building for Public Sector Executives**

**Proceedings from the 2nd Policy and  
Knowledge Summit between China  
and Latin America and the Caribbean**

Editors:  
Mariano Lafuente  
Nick Manning

**Institutions for  
Development Sector**

**Institutional Capacity of the  
State Division**

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**Mariano Lafuente and Nick Manning, Editors\***

Summary of the presentations and activities at the Second China-Latin America and the Caribbean Policy and Knowledge Summit, focusing on leadership and capacity building for public sector executives, held in Beijing and Shanghai, China, on September 22–24, 2015, and sponsored by the Chinese Academy of Social Sciences (Bureau of International Cooperation and Institute of Political Science) and the Inter-American Development Bank (Institutions for Development Sector).

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## Executive Summary

China joined the Inter-American Development Bank (IDB) in 2009, becoming its 48th member country. Since then, the IDB has played an active role in promoting stronger ties and dialogue between China and Latin America and the Caribbean (LAC) countries regarding development challenges. This discussion paper summarizes China and LAC's 2nd Policy and Knowledge Exchange Summit, which centered on leadership and capacity building for public executives.

Senior management within the public sector matters. It is strategically important for state capacity. It is responsible for designing and implementing public policies and functions as a coordinating mechanism between high-level political authorities and the civil service. The administration of the senior management cadre in terms of selection, promotion, training, appraisal, and dismissal has a huge impact on attracting, retaining, and motivating highly qualified individuals. For these reasons, and despite the differences in scale or in political system, this topic is of common interest to China and LAC's institutional development agenda.

China, like the LAC countries, is in a period of economic and social transformation, responding to the interests and demands of newly empowered citizens, while confronting challenges from changing and uneven growth patterns and continuing structural adjustment. This summit provided a forum for discussion of these issues between technically strong and experienced partners. On the Chinese side, the Chinese Academy of Social Sciences (CASS), the Party School of the Central Committee of the Communist Party of China, the Chinese Academy of Governance, Nanshan District in Shenzhen, the Changping District Party Committee in Beijing Municipality, and China Executive Leadership Academy-Pudong (CELAP) shared their experiences and innovations. Major institutions from the LAC region offered reflections and new ideas, including the Ministry of Labor in Ecuador, the Ministry of Finance of Chile, the National Authority for Civil Service (SERVIR) in Peru, the

Ministry of Local Government and Community Development of Jamaica, Medellín's State-owned Enterprises (EPM) from Colombia, and international experts, including those from the Institutions for Development Sector of the IDB.

Despite the obvious differences in size and history, there was much overlap of ideas and aspirations. The Chinese path of development, with its strong emphasis on coordination and hierarchical authority, is distinctive. But the LAC experience is also unique, with the distinct traditions of the Anglo-Caribbean region of career-based home-grown senior public servants increasingly sharing ideas with Latin American countries embodying a tradition of politically appointed externally recruited senior public servants. On both sides, there is some way to go in building citizens' trust in the public sector.

Adding to this mix, waves of new ideas are emerging within the Organisation for Economic Cooperation and Development (OECD) countries about how governments should be run. New Public Management was the most famous of these—but new propositions about customer choice and networking between public and private agencies are unraveling traditional assumptions.

The summit yielded insights into new ways of balancing merit and neutrality for senior staff and the politicians' desire for senior managers who are responsive to the government's changing political mandate. Institutional responses included creation of Senior Executive Services and other devices which, in the LAC region, emphasize politically neutral technical competence in the face of pressures for politicization and which help provide the glue and common vision for the public sector, which the Party so successfully provides in China. Both regions aspire to values of honesty, ethics, and transparency in public sector management positions in the context of continued concern about corruption—but there is still some way to go in putting these into practice and ensuring that public sector executives have the leadership skills to deal with fast-changing, complex situations. Performance appraisals of public executives need improvement in both regions.

The summit also gave some great opportunities to review the training landscape—from the breathtakingly comprehensive training approaches coordinated by the Central Organization Department in China, including CELAP's model, to the value-driven approaches to senior management training at the municipal level in Colombia. Going forward, China and LAC partners agreed to deepen collaboration in the management of public executives, in particular through technical exchanges, to learn more about China's capacity-building model for senior managers, training opportunities for LAC's public executives in CELAP, and research to address common challenges in these areas. Finally, Chinese and LAC partners agreed upon the importance of not losing sight of the ultimate goal of efforts to promote citizens as better public executives. The public sector's role is improving the lives of those that it serves.

# Program

Tuesday, September 22, 2015 Beijing

## Opening Remarks

- Wang Weiguang, President, CASS
- Huang Haotao, Vice President, Party School of the CPC Central Committee
- Ana María Rodríguez-Ortiz, Manager, Institutions for Development Sector, IDB

### Moderator:

- Wang Lei, Director General, Bureau of International Cooperation, CASS

## Keynote Speeches

### ***Executive Leadership in the Public Sector: Critical Tasks and Challenges***

- Ma Jiantang, Vice President, Chinese Academy of Governance  
*Topic: Public Sector Executives in China: Roles and Challenges in China's Social and Economic Development*
- Nick Manning, Former Head of Governance and Public Sector Management Practice, World Bank; and Former Head of Public Sector Management and Performance Division, OECD.  
*Public Sector Executives in OECD countries and their relevance for city governments*

- Mariano Lafuente, Senior Public Management Specialist, IDB  
*Public Sector Executives in the LAC: Overview of Experiences and their Impact*

**Moderator:**

- Roberto Manrique, Senior Advisor, Institutions for Development Sector, IDB

***Senior Civil Service System in China and its Potential at the Subnational Level***

- Fang Ning, Research Fellow and Director General, Institute of Political Sciences, CASS  
*Civil Service Training System in China*
- Tang Yi, Deputy Director, Social Work Committee, Nanshan District, Shenzhen, China  
*Social Governance and the Reform of the Civil Service System in Shenzhen*

**Moderator:**

- Wang Lei, Director General, Bureau of International Cooperation, CASS

**Comments**

- Diana Muñoz Mejía, Director of Knowledge Management, *Empresas Públicas de Medellín*, Colombia

***Senior Civil Service Systems in Latin America and the Caribbean and their Potential at the Subnational Level***

- Paola Hidalgo Verdesoto, Vice Minister for Public Sector, Ministry of Labor, Ecuador  
*Serving: The Art of Transforming. Leadership in Ecuador's Public Service*
- Enrique París, General Coordinator for State Modernization, Ministry of Finance, Chile  
*Chile's Senior Executive Service: Lessons Learned*
- Andrés Corrales Angulo, Manager for Development of Public Executives, National Authority for Civil Service-SERVIR, Peru  
*Peru's Public Managers Cadre: Progress and Challenges*

**Moderator:**

- Hernán Rojas Angulo, General Director, General Office for Civil Service, Costa Rica

**Comments**

- Jiang Shixue, Research Fellow and Deputy Director General, Institute of European Studies, CASS

**Wednesday, September 23, 2015 Beijing****Executive Leadership at the City Level: Experiences from China and Latin America and the Caribbean**

- Hou Junshu, Changping District Party Committee Secretary, Beijing Municipality  
*The Experience and Exploration of Modern City Construction*
- Denzil Thorpe, Permanent Secretary, Ministry of Local Government and Community Development, Jamaica  
*Promoting Professional Public Management in Smaller Cities*
- Diana Rúa Jaramillo, Vice President of Corporate Finance, Empresas Públicas de Medellín (Medellin Public Enterprises)  
*Good Practices Managing State Owned Enterprises (SOEs) at the Local Level: the Case of Empresas Públicas de Medellín (Medellin Public Enterprises)*

**Moderator:**

- Joan Underwood, Caribbean Leadership Project

**Comments**

- Ni Pengfei, Research Fellow, National Academy of Economic Strategy, CASS

**Closing Remarks**

- Fang Ning, Research Fellow and Director General, Institute of Political Sciences, CASS
- Ana María Rodríguez-Ortiz, Manager, Institutions for Development Sector, IDB

**Moderator:**

- Zhou Yunfan, Deputy Director General, Bureau of International Cooperation, CASS

Thursday, September 24, 2015 Shanghai

**Visit to China Executive Leadership Academy Pudong (CELAP)**

- Liu Genfa, Deputy Director General and Associate Professor, CELAP  
*CELAP's history, training models, and opportunities for international collaboration*



## Opening Remarks

### Mr. Wang Weiguang, President, Chinese Academy of Social Sciences<sup>1</sup>

The Chinese Academy of Social Sciences (CASS) is a high-level academic and policy institution operating directly under the State Council. It is ideally placed to facilitate collaboration and knowledge exchange on public management between China and countries of the LAC region. Despite the obvious differences in size and history, China has many shared interests with other developing countries. There is a long and impressive history of collaboration and mutual support between China and LAC countries. The current stage of modernization in China, with the demands being made on public sector senior executives and with rising citizen demand accompanied by a slowing in growth, has made knowledge sharing and approaches to public sector management and reform more pertinent than ever. In particular, leadership and capacity building for public sector executives is a crucial aspect of enhancing governance. The Chinese path of development is distinctive, with a reformed public sector leading China's economic transformation and supporting China's integration with the world economy.



<sup>1</sup> Mr. Wang's full speech is available at: <http://www.iadb.org/document.cfm?id=39947832>.

While China's public sector reforms embody unique Chinese characteristics, there is nevertheless much to learn from other countries—even from jurisdictions that are seemingly very different from each other.

## Mr. Huang Haotao, Vice President, The Party School of the Central Committee of the Communist Party of China<sup>2</sup>



The Party School of the Central Committee of the Communist Party of China (CPC) is the highest institution of learning charged with the task of training senior and mid-ranking leading cadres of the Party. (Provinces and municipalities have their own Party Schools).

The Party School of the Central Committee of the CPC focuses on the study of the System of Theories of Socialism with Chinese Characteristics and provides robust training to students on economic and development theory, broadening their global perspective, enhancing their strategic thinking, and strengthening their Party spirit. In sum, the Party School provides training that assists Party members to take responsibility, to

be honest, and to serve people through the four aspects of its training programs: global vision, strategic vision, party discipline, and socialist theory.

The School is run in a very open manner with much reflection and constructive mutual criticism and self-criticism. In recent years, the Central Party School has been increasingly open to the outside world and has established relations with many government agencies, research institutes, and educational institutions of higher learning in other countries. Political leaders and famous scholars from numerous countries have come for visits and exchanges. The Central Party School sends students and faculty members abroad for visits or advanced studies every year. In 2014, the School trained over 7,700 party members and received 112 delegations comprising some 900 senior officials. Leaders of the CPC Central Committee and central departments and experts in all fields are regularly invited to deliver speeches on the domestic and international situations, on China's national conditions, and on the policies of the Party and the state.

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<sup>2</sup> Mr. Huang's full speech is available at: <http://www.iadb.org/document.cfm?id=39947849>.

## Ms. Ana María Rodríguez-Ortiz, Manager, Institutions for Development Sector, Inter-American Development Bank<sup>3</sup>

Both China and Latin American countries have experienced stable growth in past years. As a result, there is an increasingly large middle class that advocates public service and benefits from it—although quality service is often lacking in both countries. It is better for countries to drive change instead of being driven to change.

There are two reasons that leadership and capacity building for public sector executives is the right topic for our discussion. The first is that LAC countries urgently need cadres of professional public sector executives. The economies of LAC countries have been profoundly transformed over the last 15 years. Economic and social progress has been significant: per capita incomes have risen, the middle class has grown, education levels have improved, and the digital revolution has created people who are more connected, better informed, and able to demand more and better services.

While demand for better governments is high, however, public institutions in many countries in the region are unable to meet these demands and gain the trust of the citizens they serve. Having capable public executives is crucial for achieving more effective, efficient, and open governments at the national, state, and city levels. Public executives drive public organizations. Without the right management skills, public institutions simply cannot achieve their mandates.

Currently, public executives across LAC are too often selected solely on political grounds, without consideration of their professional qualifications. At the same time, universities and other training institutions in the region have not offered quality postgraduate public management programs. The remuneration and employment conditions offered to public executives are not sufficiently attractive to encourage high-quality managers to seek public-sector employment.

The second reason we are on the right discussion topic is that there is much to learn from China about leadership and capacity building for public sector executives.



<sup>3</sup> Ms. Rodríguez-Ortiz's full opening remarks are available at: <http://www.iadb.org/document.cfm?id=39909825>.

The tradition of recruiting and preparing professionals for senior positions in government started more than 1,000 years ago when the Chinese Empire established a general examination system to find the best civil servants. This exam, inspired by the Confucian system, shaped China's life in many aspects: politically, culturally, and intellectually. The exam system also inspired Asian and Western countries to adopt similar models to build their civil services. Countries such as Vietnam, the United Kingdom, France, and ultimately the United States adopted features of the exam system and incorporated them in their civil service recruitment processes. More recently, in 2005, China established the Chinese Executive Leadership Academy Pudong (CELAP). CELAP has gained a global reputation as one of the main centers of excellence to build a professional cadre of public executives in China and to train senior officials from other countries. We are eager to learn more about the extent to which this ancient Chinese tradition has impacted the modern executive civil service in the country and about the main features and challenges that it faces today.

## Keynote Speeches Executive Leadership in the Public Sector: Critical Tasks and Challenges

**Mr. Ma Jiantang, Vice President, Chinese Academy of Governance**

*The Roles that Senior Administrators in China's Public Sector Play and the Challenges They Face in China's Economic and Social Development<sup>4</sup>*

The reform of old bureaucracies boosted China's growth 30 years ago. We expect the current reform to revitalize China by again awakening its potential. Since the opening up of the economy and society, China has made enormous strides in economic and social development. From 1978 to 2014, China's GDP has grown from hundreds of billions to 63.6 trillion yuan, and China has risen from sixth to second place in worldwide total economic output.



<sup>4</sup> Mr. Ma's speech is available at: <http://www.iadb.org/document.cfm?id=39909480>.



In the field of political governance, that “the state respects and safeguards human rights” is written into the Constitution; China is trying to guarantee a strong democracy at the grassroots level. The socialist legal system with Chinese characteristics is already in place and the national civil service system has been built. Living standards and the social security system have been improved, urban and rural basic insurance systems have been built, and basic medical and health systems in urban and rural areas have been established. Nine years of free compulsory education is now universal.

These and other achievements resulted from Communist Party and Chinese government leadership. Senior administrators in China’s public sectors have played an important part. These senior administrators are implementing the national policy of openness, strengthening exchanges and cooperation with other countries, and acting as the driving force of China’s win-win cooperation policy with the rest of the world.

China is building a comprehensive, prosperous society. China, like countries in the LAC region, is a developing country and is in a period of economic and social transformation, simultaneously addressing the changing growth rate and continuing structural adjustment while digesting the previous stimulus. Escaping the middle-income trap, preventing and resolving financial risks, and deepening the new round of reform all represent tests for China’s public sector managers. In recent years, the quality and ability of these senior managers has been considerably improved, but there is some distance to go. Values of honesty and transparency have not been fully inculcated in the way that senior managers approach their work, and some managers continue to lack the leadership skills needed to deal with fast-changing, complex situations.

The Chinese Academy of Governance (previously the China National School of Administration) is a new academy under the state council that provides training for high-level civil servants. It undertakes human resource management and policy research and provides consulting services. The Academy is delighted to be collaborating on this exchange with the IDB.

**Mr. Nick Manning, Former Head of Governance and Public Sector Management Practice, World Bank; and Former Head of Public Sector Management and Performance Division, OECD.**

***Public Sector Executives in the OECD: Recent Developments and the Questions that They Raise<sup>5</sup>***

Caution is always important when interpreting lessons from OECD countries. Just because the OECD is doing something does not make it the right thing to do. OECD

public sector environments are different than those in many other countries. Senior public servants in the OECD, particularly the top five levels below the explicitly politically appointed minister or equivalent, inhabit a world more political than is often claimed. They are subject to considerable political involvement in their careers, and there is a reasonable amount of turnover following a change of government. Nevertheless, political neutrality and merit-based competence are highly valued, and it is hard for governments to step too far away from these ideals.

Changing ideas about how governments should be run is increasingly disrupting the somewhat predictable world of OECD senior public servants. New Public Management was the most famous of these—but that was just one idea during a long period in which new ways of thinking about public management took place. These ideas have driven OECD governments toward new ways of recruiting senior staff—finding leadership skills from the outside world, instead of growing them from within the public sector, rewarding with performance pay, which compensates for the short term over the long term, and freeing them up to manage with fewer bureaucratic constraints. There are some concerns about these developments: evidence suggests that high-powered incentives can turn managers into cheaters who try to show that they have performed when they have not; delegation can make managers compete with each other rather than cooperate, and open recruitment may politicize the senior levels. The reactions to these concerns include creating Senior Executive Services (SES), a distinct cadre that cuts across all senior levels in the public sector, and stepping up training, emphasizing senior managers' contribution to the entire government and not just their own agencies.

On the city level, the world of executive leaders is different. These leaders have always been subject to far more explicit political pressures. While national-level senior executives are concerned with managing large departments, city-level executives are preoccupied with networking and branding the city in the competition for investments and financial assistance. Cities are generally not large enough to grow their own senior staff. Career paths involve movement between jurisdictions. Creating a SES and strengthening training are not feasible because no single employer would take these tasks on. The way forward on the city level will involve mentoring

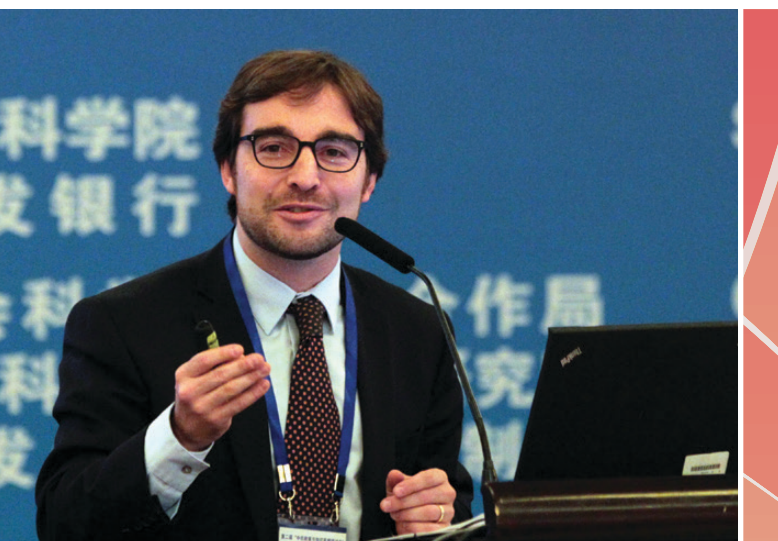


<sup>5</sup> Mr. Manning's presentation is available at: <http://www.iadb.org/document.cfm?id=39909435>.

city managers as they navigate to the top and encouraging the development of an open labor market in which cities compete transparently for good staff. National professional associations will be important allies.

## Mr. Mariano Lafuente, Senior Public Management Specialist, Institutions for Development Sector, IDB

### *Public Sector Executives in LAC: Overview of Experiences and Their Impact<sup>6</sup>*



Professionalization at the management level requires that politicians relinquish the discretion to choose their senior civil servants. Enthusiasm for this type of reform, however, based on the benefits of professionalizing the management function, may be insufficient. Recent cases suggest that combining reform with other important and urgent political objectives—such as improving the execution of public spending—is helpful for implementation.

Arrangements in the LAC region for managing senior public sector managers lies at two extremes. In the Anglo-Caribbean, career-based, homegrown senior public servants predominate, producing executives

who are often considered cautious and resistant to political directives. They know the laws and the regulations well, but they can be a source of considerable frustration to politicians seeking to quickly implement programs.

In other countries in Latin America, there is a continuing tradition of politically appointed, externally recruited senior public servants dependent on politicians for their continued employment. This creates the reverse problem—these executives readily respond to political interests but can be politically partisan and more interested in reflecting positively on the politician than in fairly and equitably delivering services.

The middle ground, which the OECD is trying to retain and which some LAC countries are edging toward, seeks the best of both worlds by establishing explicit

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<sup>6</sup> Mr. Lafuente's presentation is available at: <http://www.iadb.org/document.cfm?id=39909439>.



employment contracts with performance agreements. This arrangement ensures political responsiveness through performance specifications, while also ensuring merit and neutrality by removing arbitrariness from employment conditions.

These innovations are taking place in the context of an unequal enhancement of the quality of the civil service. Some jurisdictions have done particularly well in finding the middle ground for senior executive employment arrangements—Chile, Peru, and Ecuador have created SESs or their equivalent. For many of the other countries, there is a significant risk that political partisanship may outweigh merit and competence for senior staff.

Research reveals that devaluing merit and competence has real world consequences. It might provide politicians with senior staff who are their political allies, but performance requires merit and professionalism. A recent IDB study (Cortazar, Fuenzalida, and Lafuente, forthcoming) suggests why this might be the case, showing that public-sector professional senior managers are better at the internal management tasks of managing people, managing across organizations, managing resources, and strategic management than are those appointed on purely political grounds.

It is important to develop arguments to convince politicians that they will do better in the long run by ending the practice of making public executive hiring decisions on political grounds. It might be possible to convince them of this by reminding them about recent political scandals with politically hired senior staff, pointing out that merit-based hires can better deliver their political priorities over the long run, by reassuring them that it can be done slowly and by suggesting that this is a universal trend they might want to follow.



## Senior Civil Service System in China and Its Potential at the Subnational Level

**Mr. Fang Ning, Research Fellow and Director General,  
Institute of Political Science, CASS**

### *Education and Training of Civil Servants in China<sup>7</sup>*

Since the founding of the new China, especially since China's Reform and Opening-Up, learning and progress have consistently become the consensus and belief of the ruling party and of Chinese society. Today's China is a nation advocating learning, and the Chinese Communist Party is paying more attention to learning. Political, ethical, and professional competencies are all crucial factors for public executives in China.

The education and training of officials has always been important to China's government. Officials in China are often referred to as "party and government cadres." So why do officials also need regular and systematic learning and training? The reason is simple:



<sup>7</sup> Mr. Fang's speech is available at: <http://www.iadb.org/document.cfm?id=39947849>.

China, as the world's largest and once poor, backward country has no experience with fully achieving industrialization and modernization. Therefore, we must learn and keep learning. We must learn from books, from practice, from foreign countries, and from those with practical experience.

CPC has a statute entitled “Cadre Education and Training Regulations,” which stipulates that the Central Organization Department is in charge of education and training of cadres, and that all cadres have the right and obligation to receive education and training. China has a huge number of education and training institutions, more than 5,000 of which educate and train cadres. They are divided into three categories. First, the Party schools, academies of governance, and executive leadership academies are the main training channels. On the national level, there are the Party School of the Central Committee of the CPC, Chinese Academy of Governance, CELAP—CELAP (Jinggangshan), CELAP (Yan'an), and China Business Executives Academy (Dalian). On the local level, there are 33 provincial and ministerial party schools, and thousands of party schools in cities and counties. Second, China currently has 75 training institutes under government departments at the central level. In addition, there are 53 training institutions under central state-owned enterprises. These are primarily responsible for training grassroots cadres and cadres engaged in general management and technical work. Finally, there are the universities and research institutes. In China, there are 13 important universities, including the famous Peking University, Tsinghua University, Renmin University of China, Fudan University, and first-class domestic research institutes, including the Chinese Academy of Social Sciences. In addition, every year China sends some cadres abroad to further their studies in universities and educational and training institutions—for example, the John F. Kennedy School of Government at Harvard University, Cambridge University, the French National School of Administration, and the National University of Singapore.

The main contents of Chinese cadre education and training are as follows:

- *Theoretical and ideological education.* All cadres should accept the learning and education systems of Marxism-Leninism, Mao Zedong Thought, and the Theory of Socialism with Chinese Characteristics.
- *Cultivation of party spirit.* This aspect of training aims at officials' personal behavior and integrity.
- *Knowledge and ability.* Education—divided between education and training of comprehensive knowledge and practical ability. Although most public sector senior staff possess higher education backgrounds, they are facing a world characterized by rapid economic, social, and technological advances, so they must keep pace with the times through continuous, lifelong study.

To effectively implement the education and training of cadres, Chinese party and government departments at all levels invest significant resources and effort into train-

ing. Currently, the total number of staff in China engaged in educating and training cadres is around 250,000. About 100,000 of them are working in the Party school system. China established a national guiding committee for reviewing and editing cadre training textbooks, which audits cadres' training textbooks to ensure their quality for teaching. At all levels, governments must budget for the education and training of cadres in their annual funds to ensure that the work's requirements are met.

As for the current challenges for Chinese public executives, political, ethical, and professional competencies are all crucial factors. Since 2012, discipline for Chinese civil servants has been strict in the context of a strong campaign against corruption. Performance appraisal for public executives is also a challenge, especially when China is moving from a GDP growth performance measurement to a broader and more complex set of issues. Pay for public executives is low compared to other Asian countries. This fact, common in many countries across the world, particularly in dynamic economies, does not help to attract and retain skilled public sector executives. While ministers also receive relatively low pay, they are recognized and acknowledged. For public executives such as directors and deputy directors, this is not the case.

## Mr. Tang Yi, Deputy Director, Social Work Committee, Nanshan District, Shenzhen, China

### *The Reform of Social Governance and Civil Service System in Shenzhen<sup>8</sup>*

A healthy society depends on the balance of the three forces of government, market, and society. As is well known, a triangle is the world's most stable structure. The European countries and the United States promote checks and balances of the legislative, executive, and judicial branches, and in modern enterprises there are usually the checks and balances of the board of directors, board of supervisors, and the general manager. The same is true for local governance. As long as society keeps the balance of the triangle, which is formed by the government, the market, and social structure, it will be stable.



<sup>8</sup> Mr. Tang's presentation is available at: <http://www.iadb.org/document.cfm?id=39909471> and his full speech is available at: <http://www.iadb.org/document.cfm?id=39947881>.

Shenzhen Special Economic Zone is an international metropolis, adjacent to Hong Kong, with a population of over 18 million, including 500,000 foreigners. It is the fourth largest container port in the world. Of the world's top 500 firms, 180 have invested and set up enterprises in Shenzhen. It is a city of immigrants, with an annual turnover rate of 33 percent, meaning that the population could be totally changed every three years. It is a young city that has only been in existence for 35 years. The average age of the population is 33.6 years. There is obvious polarization, as some people live in luxury houses worth 300,000 yuan per square meter, while other people live on the minimum living security of 800 yuan per month.

During its 30 years of development, Shenzhen has focused on promoting the balance between government, the market, and society. It has set up many distinctive projects, including the harmonious enterprise workroom, the service center for builders coming to Shenzhen, the incubator for social organizations, and the communication station for representatives of the National People's Congress. It is committed to theoretical research and has issued the Social Construction Standards System and the Development Index, both of which have become indispensable barometers of social governance. It has published China's Social Construction Dictionary, which has filled gaps in the research in the social construction field; it has achieved innovation in the "two-way interaction" system of harmonious community construction, and it won the fourth China Local Government Innovation Award.

A high-quality civil service staff is critical to these developments. The city has 45,000 civil servants serving more than 18 million people. Their workload exceeds that in developed countries and cities, such as Hong Kong, Singapore, and Tokyo. Administrators and specialized professional civil servants have recently introduced new career paths, and civil servants have more flexibility in designing their own career paths. Promotion depends on accumulated seniority and job performance. Opportunities to study in top universities abroad are given to young officials with high potential.

Since 2010, all newly enrolled civil servants have been appointed on contract, breaking the traditional model of permanent tenure. Under certain conditions, the employing authority may terminate the employment contracts of appointed civil servants if the civil servant fails an annual examination for two consecutive years.

## **Ms. Diana Muñoz Mejia, Director of Knowledge Management, Empresas Públicas de Medellín, Colombia**

### ***Comments***

The messages we received from our Chinese brothers and friends today, such as "we need to learn to continue learning," and that a healthy society relies on reaching

a balance between the forces of government, the market, and society, are an inspiring example for the governments and public enterprises of LAC. China's strong commitment to making education a fundamental pillar of modernization, and the structured and well-anchored training on the role the country expects public service leaders to play, are critical to explaining China's success. Countries in the LAC region also share this view. It is not, however, usually prioritized in the public agenda.

The region is making efforts on the local and national levels to integrate government, the market, and society with public management through national development plans, promoting the participation of all stakeholders in reaching a common view of development. We understand this is a process that requires a strong commitment and a revitalization of ethics and public values, such as institutional loyalty, integrity, and technical capacity, among others. Building executive leadership capacity requires promotion of results-oriented leadership skills development and fostering innovation and new ways of thinking.







## Senior Civil Service Systems in Latin America and the Caribbean and their Potential at the Subnational Level

**Ms. Paola Hidalgo Verdesoto, Vice Minister for Public Sector, Ministry of Labor, Ecuador**

*Serving... The Art of Transforming: Leadership in Ecuador's Public Service*<sup>9</sup>

We must learn to:

- Lead with humility and give a good example.
- Be part of the organization you lead, trust in your team, and offer quality and personalized services to citizens.
- Reinvent the organization and develop its strengths.

Inclusion must be the priority.

Ecuador's recent reforms have sought to improve governance by increasing the supply and quality of services, improving transparency and access to public information and promoting innovation. There have been six major "excellence activities":



<sup>9</sup> Ms. Hidalgo Verdesoto's presentation is available at: <http://www.iadb.org/document.cfm?id=39909407>

1. Human resource planning
2. Staff selection process improvement
3. Risk-based approach to staff selection oversight
4. Executive selection program
5. Temporary contracts regularization for appointed staff
6. Results-based governance system

As a result of the reforms, the Ecuadorian public service has moved from the 15<sup>th</sup> (out of 16) to the 6<sup>th</sup> position in the IDB's Civil Service Development Index for Latin American countries. Ecuador now ranks higher than the regional average. This has given new life to Article 228 of the Constitution of the Republic of Ecuador, which states: "Entry into the public service and promotion in the civil service shall be by merit and competition, in the way prescribed by law ..." The Organic Law of Public Service regulates the subsystem of Recruitment and Selection, ensuring that the suitability of the candidates who meet the requirements established for a position in the public service is competitively evaluated.

The National Institute of Meritocracy (INM) was created on April 18, 2011, by Executive Decree No. 737. It was designed to strengthen governance in Ecuador and guarantee the application of a technical merit system based on competence, skill, ability, and values to select suitable public service personnel, to improve competitiveness, and to promote excellence in the state's institutions. Recent improvements include supporting institutions in senior manager selection processes and reducing the time that selection processes take.

The "Ejecutivos de Excelencia," or Excellence Executives program, is a service provided by the INM through the generation of short lists of qualified professionals who can be considered in the selection process in Ecuadorian public sector institutions to hierarchical level positions. Modifying socioeconomic, cultural, and political structures must be supported by new values and principles, beliefs, and attitudes if they are not to remain corrupt, oppressive, and inefficient. If a public institution operates with inefficiency and ineffectiveness, making it impossible to accomplish its basic ethical-social objectives for the benefit of the common good, sooner or later there will be a political crisis.

## Mr. Enrique Paris, General Coordinator for State Modernization, Ministry of Finance, Chile

### *Chile's Senior Executive Service System: Lessons Learned*<sup>10</sup>

The Senior Executive Service System (SADP) represents the biggest step toward government modernization in terms of personnel management in recent decades.

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<sup>10</sup> Mr. Paris's presentation is available at: <http://www.iadb.org/document.cfm?id=39909379>.

It promotes the professionalization of senior public executives and, after 12 years, has proven to be an effective recruitment and selection system. Parliament is currently debating proposals to enhance the system.

The Chilean SADP professionalizes public administration, harnessing collaboration with the private sector and employing a decentralized implementation strategy. It is now expanding the competitive and meritocratic system at the subnational level. This originated from a crisis that became an opportunity: a political catastrophe triggered by corruption cases paved the way for the largest civil service reform movement in Chile. Until 2002, Chile followed in the footsteps of many other LAC countries, treating political positions strictly as a matter of trust. The political authorities and the executives of the first three levels of administration account for about 2.5 percent of the central government's civil service staff.

Corruption cases and the lack of transparency in political authority compensation led the government to stop the direct appointment of more than 75 percent of senior public executives. The political-legislative agreements that followed the 2003 scandals enabled creation of a new institutional structure to implement public sector personnel management policies. The creation of the National Directorate of Civil Service (DNSC) and SADP resulted in three out of every four positions in the senior public service being recruited through a procedure that required demonstration of the candidate's qualifications and merit.

To design SADP it was necessary to differentiate between the strictly "political trust" positions and those permanent government positions responsible for implementing public policies. Positions that focus on responsiveness, performing functions related to policy design and definition, and representing the government in territory are still defined as "trust" positions: ministers, vice-ministers, governors, and certain positions in public administration that perform strategic functions. The executives that hold positions in charge of policy implementation continue to depend on the "trust" of the authority.

The SADP created a new standard for public administration. It put in place a competitive process with equal rules for all and established a merit-based screening system. The new system managed to establish the practice of public office competition. Today, approximately 90 percent of positions in the system are selected through competition. The SADP has enabled an overhaul of the public sector and helped introduce new talent. Approximately 60 percent of appointed positions



had not previously held their jobs. Female participation in leadership positions has increased. Women represent 28 percent of senior public executives despite the fact that women make up only 23 percent of all applicants. Gender inclusion in the public sector is higher than the proportion of women in private sector management positions, which is 15 percent, and on boards of directors in publicly traded stock companies, only 2 percent. The selection processes are regarded as efficient and professional. Of appointed personnel, 89 percent come from the final list's top two candidates.

The SADP reflects Chile's institutional strength. There have been three attempts at improving the SADP. Currently, Parliament is debating a bill aimed at improving efficiency by reducing turnover and decreasing the costs of implementation. In 2010, the SADP was put to the severe test of a change in the governing political coalition. This revealed some weaknesses, as purely politically oriented government appointments were disguised as meritocratic decisions.

About 40 of the best consulting companies in the market specializing in personnel management participate in the selection process. The Civil Service manages a registry of over 300 consulting companies that can fulfill specific requirements. The consulting companies analyze *curricula vitae* and conduct occupational-psychological tests and leadership assessments during the recruitment and selection process. The SADP relies on expert professionals featured in the registry run by the Civil Service. These professionals represent the Senior Public Service Council in selection committees for second-tier and non-SADP affiliated positions.

Despite removing power from the political authority, SADP has been expanding. SADP has gained legitimacy, and its selection processes are used for complex political appointments such as the directors of CODELCO—the world's largest copper producer—members of environmental, tax, and customs courts, or members of collegial bodies, and crucial service delivery institutions such as municipal heads of education and school principals in the voluntary system, which are subject to the mayors' approval.

## **Andres Corrales Angulo, Manager for Development of Public Executives, National Authority for Civil Service-SERVIR, Peru**

### ***Peru's Public Managers: Progress and Challenges*<sup>11</sup>**

Since 2008, important progress has been made in modernizing the Peruvian civil service based on a strategy that acknowledges the complexity of the process and the need for gradual improvements. Fundamental to these reforms are the

establishment of the SERVIR, reporting to the Office of the Chairman of the Council of Ministers, as the apex authority for the civil service, and the creation of the Public Managers Corps (Cuerpo de Gerentes Públicos) for selection and placement of professional public sector executives on a voluntary basis by political authorities.

The concept of the “Public Managers Corps” in Peru rests on eight foundations:

1. Pool of qualified public managers recruited by merit
2. Available to be assigned to leadership or managerial positions
3. National, regional and local government level
4. Assignment by demand
5. Led by SERVIR
6. Assigned for three-year renewable periods
7. Contracts with special labor rules and special payment
8. New assignment without an additional recruitment



The Public Managers Corps arose from a window of opportunity that emerged in 2008 as a result of legal reforms introduced in the Free Trade Agreement with the United States. It was consistent with a long-term strategy of incremental reform in the civil service and was a specific response to the absence of merit-based recruitment in government managerial positions. Currently, over 70 percent of senior positions are appointed based on political trust.

The system within the Public Managers Corps for merit-based recruitment involves the development of staff profiles and competencies, a rigorous recruitment process with assessment protocols for relevant knowledge, and full transparency. The proposed candidates are presented to the political authority for final decision.

Monitoring and support is provided by assigning groups of public managers to an “account executive” for coaching and regular group meetings. The performance assessment for public managers allows up to seven goals to be set, focusing on process, results, innovation, and team development, with indicators and methods of verification. To date the scheme has contributed to the improvement in the Peruvian

<sup>11</sup> Mr. Corrales Angulo’s presentation is available at: <http://www.iadb.org/document.cfm?id=39909445>.



Civil Service (IDB Reports 2011, 2015) and has demonstrated that merit-based recruitment at the management level is possible if overseen centrally. Research has shown that when a team is assigned to positions related to the expenditure cycle—the original purpose for creation of this cadre—they achieve an average increase in investment execution of over 90 percent.

## Jiang Shixue, Research Fellow and Deputy Director General, Institute of European Studies, CASS

### *Comparing the Public Servants in China and Latin America and the Caribbean<sup>12</sup>*



Xi Jinping said: “People’s yearning for a beautiful life is what we need to cherish.”

The institutional arrangements for managing senior executives in the public sectors of China and of countries in the LAC region are very different. In China, there are robust criteria concerning partisanship, work experience, political correctness, support from colleagues, and, most importantly, recognition of the hierarchical authority of the Party. In the LAC region, there is partisanship and, while there is clear recognition of political authority, it can be rather fragmented. In China, Communist Party members must hold some positions, although in the last two or three decades an increasing number of non-

CPC individuals have been appointed. For promotion, winning recognition from hierarchical authority plays a decisive role, although recommendations from the public and colleagues are also important. In LAC, more often than not, the political authorities handpick lower-level officials without regard to the views of the public or colleagues. Corruption is a concern in China and in LAC.

There are also significant differences in on-the-job training. In China, the Party schools at different levels offer political and professional education with high-level civil servants sent for training to Harvard University and Singapore. LAC has no party school, and few officials are sent abroad for training.

<sup>12</sup> Mr. Jiang’s presentation is available at: <http://www.iadb.org/document.cfm?id=39909476>.

In China, there is little movement between the public and private sectors. In LAC, there is more frequent rotation between the civil service and business or academic institutions, especially at the senior executive level. Policy continuity is a central feature of China. While the central leadership changes in Zhongnanhai every five years, it does not lead to significant turnover for the civil service below. In LAC, a substantial number of people enter and exit the civil service with every new administration. Therefore, policy continuity is jeopardized.

Accountability is more rigorously enforced in China. The more serious a staff member's mistake, the more severe the punishment. Normally punishment comes through Party discipline. If a staff member fails to follow policy or due process, the staff member can remain in the civil service but in a lower position. In LAC, there seems to be no punishment through party discipline; the most common form of punishment there is forced resignation.

Overall, the management of senior executives is much more formal and strict in China than in LAC. Corruption is a major concern in both settings. But it is not easy for LAC to copy China or vice versa, as their political systems are totally different.





## Executive Leadership at the City Level: Experiences from China and Latin America and the Caribbean<sup>13</sup>

**Hou Junshu, Changping District Party Committee Secretary, Beijing Municipality**

### *The Experience and Exploration of Modern City Construction*

Changping District, located in the north-west part of Beijing, is one of Beijing's new zones of urban development. For the past decade, the resident population has grown from 0.782 million to 1.908 million; its migrant population increased from 0.22 million to 1 million. Excessive population growth has created an enormous burden upon the city's basic public services.

With government in the lead, a vast number of medical and educational institutions were constructed, attracting joint participation among all forces, forming a new pattern of public service supply with diverse mainstay, co-construction, and sharing. Our experience



<sup>13</sup> Mr. Hou's full speech is available at: <http://www.iadb.org/document.cfm?id=39947922>.

in coping with the challenges to public management and service brought about by rapid urbanization includes the following: the first point is to correctly grasp the evolution of urbanization and lead the development through scientific urban planning, to prevent blind expansion of a city as a “share pie.” The second point is to adhere to a people-oriented principle, maintain harmony between economic and social development, expand educational and medical supply, enhance equality of basic public services, and allow residents to share in the fruits of development. The third point is to maintain rapid economic development and support, cultivate industries with comparative advantages, and create sustaining power for healthy urbanization development. The fourth point is to establish the principle of sustainable development, strengthening general ecological management, advancing comprehensive carrying capacity for the city, and promoting the coordination of population, resources, and environment to make the city in perfect harmony with nature.

## **Denzil Thorpe, Permanent Secretary, Ministry of Local Government and Community Development, Jamaica**

### ***Promoting Professional Public Management in Smaller Cities: The Jamaican Experience<sup>14</sup>***



Transformation programs are most sustainable when wide agreement exists on all the program's major elements. Institutional capacity building in Jamaica's local government is being developed through a structured Reform Program with legal, financial, organizational, and economic development, and with citizen participation components. The reform model is a devolution model, as opposed to an agency of central government approach, and was developed through consultation with a broad-based representation of Jamaican citizens.

The core argument is that capacity development for public executives at the local level is best conducted in the context of a discrete

and structured program with identified objectives that are clear and specific. The current capacity gaps of public executives in local government in Jamaica are:

<sup>14</sup> Mr. Thorpe's presentation is available at: <http://www.iadb.org/document.cfm?id=39909419>.

- Leadership—general unwillingness or inability to lead change to mitigate adverse circumstances, resistance to change
- Strategic Management—general inability to consistently articulate strategic approach to major challenges
- Performance Management—inability to drive performance management culture in institutions
- Networking—general inability or unwillingness to establish and manage collaborative networks, particularly with elected officials
- Image—inability or unwillingness to develop preferred image associated with chief administrator of jurisdiction

These capacity gaps are well recognized by citizens who are generally very critical of local government performance. They doubt the value and relevance of local government and have little confidence that there is any value in building a participatory governance framework. This poor image of local government is further supported by the 2014 survey of perceptions of corrupt practices by public officials, including those in local government. The study, commissioned by the Latin American Public Opinion Project (LAPOP), looking at democracy, performance, and local government in the Americas, found that:

- More citizens made demands of their local officials than at any other time since 2006.
- Citizens that are most satisfied with local services were most likely to attend local government meetings when compared to those with wavering satisfaction in local services.
- Satisfaction in local services in general remained fair, with respondents viewing service provision as “neither good nor bad.”
- Jamaica recorded the lowest levels of satisfaction with local government in the Americas.

Local government in Jamaica is caught in a suboptimal equilibrium. There are challenges in attracting, motivating, and retaining local executives because of lower salaries and less potential for career advancement compared with central government counterparts. A requirement for direct interactions with elected officials at the local level is viewed as onerous to many potential applicants, exacerbating the capacity problem. At the same time, citizen pressure, which might drive improvements in performance, is minimal because expectations are so low.

The reform program is seeking to break out of this trap by enhancing career opportunities at the local government level, bringing in new talent and, through cost savings arising from a shared Corporate Services program, enhancing salaries. The reform program also has a public education component to make the general public

more aware of the role of local government and acts as a stimulant for program performance.

## **Diana Rúa Jaramillo, Vice President of Corporate Finance, Medellin Public Enterprises (Empresas Públicas de Medellín), Colombia**

### *Leadership and Capacity Building for Public Sector Executives<sup>15</sup>*



Empresas Públicas de Medellín (EPM) is a decentralized municipal entity that was incorporated on August 6, 1955. It provides public utility services: electric power, drinking water and basic sanitation, natural gas, telecommunications, and solid waste management and collection. EPM has administrative and budgetary autonomy from the Municipality of Medellín. It is headquartered in Medellín, but it has a growing Latin American portfolio. It has followed a successful internationalization process, providing services across the LAC region, and now has a solid share of the Colombian utilities market.

EPM sees successful senior managers as leaders who know the environment, the trends, and the strategy, and who are able to align people with corporate goals and the direction of change. These leaders understand the configuration of the EPM Group and its potential social impact and promote the values of the organization. They pursue continuous improvement and act as catalysts for change, while valuing the benefits of multiculturalism endowed by the diversity of knowledge and experiences of the people that form the Group.

EPM wants to attract leaders through its reputation and through a well-structured compensation scheme. It wants to develop those leaders through the EPM Leadership School, through geographic and functional mobility and a well-crafted career path. It wants to ensure performance through 360-degree evaluation, and it wants to recognize and reward performance through differentiated compensation and a sound work-life balance. The EPM Leadership School seeks to promote the development of these leaders through strategies that help them gain self-command, strengthen their relationships, and achieve results.

<sup>15</sup> Ms. Rúa Jaramillo's presentation is available at: <http://www.iadb.org/document.cfm?id=39909397>.

## Ni Pengfei, Research Fellow, National Academy of Economic Strategy, CASS

### Comments

Local government is playing an increasingly important role in local and national economic and social development. This is because globalization has obscured national boundaries and enhanced localization. When dealing with local affairs, local government has more information and can better understand local demand and reality than can the central government.

China is a big country. Local government has been playing a significant role in administration since ancient times, and its function has been ever more obvious since the Reform and Opening-up. In some sense, local competition fueled by local government is the source of power that works miracles in China. Meanwhile, we have noticed that local governments in many countries in the world, both developed and developing, are playing an increasingly recognizable role.

Speakers this morning have introduced typical situations with very inspiring cases. First, to stimulate the enthusiasm of local governments, the relationship between central and local governments should be rebalanced to form symmetry in financial power and responsibility. Second, evaluation mechanism should be formulated so that people can clearly understand what local government should do and what it has done. Meanwhile, both accountability and examination mechanisms should be established, and reward and punishment should be meted out according to the performance of the government sections and their agents.

The second case is Medellin. I am very interested that the success of state-owned enterprise has not only expanded locally and nationwide, but also in all of Latin America. I think state-owned enterprise must have an excellent governance structure that supports the realization of its goal, enabling it to provide better service and better-quality products, while simultaneously reducing the price to a low level so that it remains competitive in local, national, and international markets.

State-owned enterprises in China can take lessons from their experience with talent. EPM attracts talent that has a globalization perspective, particularly those with professional and high-end technology. EPM also seems to have a unique mechanism and measures of using talent. Third, they have done well in training, including





leadership training, especially in terms of culture; that is, employees and leaders are encouraged by the enterprise culture. In short, this is very good experience that China's state-owned enterprises can learn.

The third case is the Changping District of Beijing. We learned three main aspects about it: the first is community construction. Community is the center of urban society, which is the key to government management. However, community management in China still has much that can be improved. The Changping District can be a reference for other countries. The second is the construction of the functional area. The Changping government was dedicated to developing the district as the scientific and technological innovation zone, which can also be an international reference. Economic development can create the conditions to solve social problems, including the provision of public services. The third is environmental governance. Changping has adopted numerous measures. There are very few slums in China. Such problems can be avoided in rapid urbanization. This is related to the basic institution of the Chinese government and effective local government management, including environmental governance and housing management. Local government has strong power for execution and an assessment system, and thus it can properly manage such problems.

## Closing Remarks

### Fang Ning, Research Fellow and Director General, Institute of Political Science, CASS<sup>16</sup>

We have had comprehensive and in-depth discussions on leadership and capacity building of senior executives, concerning the structure of senior executives, their incentive and guarantee mechanisms, supervision mechanisms, talent selection, professional careers, training, and official exchanges. From an institutional perspective, we have had exchanges on the assessment of our government performance, allocation of administrative resources, and more. These issues are realistic and they require urgent solutions in the important process of social development.

From my point of view, three prominent and profound characteristics emerged. The first one has to do with the structure of our participants. With both practical experience and theoretical vision, I think communication on such a stage with broad international experiences is a rare opportunity.

The second distinct characteristic is my personal feeling that our issues are similar. Although we have differences in terms of national conditions, developmental



<sup>16</sup> Mr. Fang's full closing remarks are available at: <http://www.iadb.org/document.cfm?id=39947933>.

stages, institutional backgrounds, and even history and culture, I think it does not obstruct us or mean that we cannot engage in comparative studies or mutual exchange and learning. On the contrary, what has impressed me deeply is the similarity of the issues underlying the differences. We truly feel that there is so much broad comparability among us. The inherent mechanism and contradiction of issues, our thinking toward these issues, even our focuses, are so similar that we really should introduce comparative study to our thinking about issues and to our academic research.

Finally, I would like to talk about vision. We wish to continue providing platforms for our friends, brothers, and sisters in the LAC region to understand China and to promote traditional friendly relations and cooperation between the peoples of China and the LAC region. We wish to make our due contribution in this regard.

### Ana María Rodríguez-Ortiz, Manager, Institutions for Development, IDB<sup>17</sup>



One of the things we learned in this day and a half is that despite the very different institutional arrangements in China and Latin American countries, we share common challenges. The biggest challenge is in improving the capacity of public executives to solve problems and produce the results that most citizens value.

The list of necessary actions is long, but to note a few priorities:

- We must help achieve a balance between political responsiveness and professional capacity.
- We need the highest levels of ethics and morality in the context of continued concern about corruption.
- We must do better in evaluating the performance of our public executives.
- The selection of public executives must be more inclusive, giving space to greater diversity.
- The public sector must be able to attract the best talent.

<sup>17</sup> Ms. Rodríguez-Ortiz's full closing remarks are available at: <http://www.iadb.org/document.cfm?id=39909811>.



We have focused specifically on the potential of continuous training, using the impressive examples of CASS and CELAP as models. We have also focused on the creation of Senior Executive Services, combining technical capacity and political trust. It is important not to lose sight of our ultimate goal: the effort to promote better citizen public executives. We commit ourselves to continuing to pursue opportunities for partnership and joint work with China, the governments of LAC, and the IDB, as we focus on the question of how the public sector can improve the lives of those that it serves.



## Visit to CELAP

**Mr. Harry Genfa Liu, Deputy Director General and Associate Professor, Department of International Exchange & Program Development, CELAP<sup>18</sup>**

*CELAP's history, training models, and opportunities for international collaboration*

**CELAP Pudong** is a national institution for leadership training and development. Jointly approved by the Central Committee of the Communist Party of China, CELAP opened in 2005. CELAP vows to build itself into a base for strengthening governing capacity, for sharing new experiences of reform and opening-up, for promoting international cooperation in leadership development, and for conducting research on leaders of urbanization and urban modernization.

**Institutional arrangements.** As a public institution funded by the central government, the Organization Department of CPC Central Committee, under the guidance of CPC Shanghai Municipal Committee, directly administers CELAP. The Academy is funded mainly by the central government, although it obtains 40 percent of its budget through fees related to on-demand training. CELAP consists of eight departments: General Office, Department of Teaching Affairs, Department of Participant Affairs, Department of International Exchanges and Program Development, Department of Academics, Department of Research Administration, Department of Information and Technology, and Department of Human Resources.

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<sup>18</sup> Mr. Liu's presentation is available at: <http://www.iadb.org/document.cfm?id=39971765>.

**Target audience.** The target participants of CELAP are senior and mid-level Party and government officials coming from the CPC, the National People's Congress, the State Council, the Chinese People's Political Consultative Conference, and affiliated organizations such as Youth Leagues and Women's Associations. While the broader cadre of senior officials and other levels comprises approximately 600,000 citizens, CELAP's main target are young leaders within the group at the Director General level, comprised of 58,000 citizens, including national and subnational governments and state-owned enterprises. The top cadre of leaders in the Chinese public sector comprises some 3,000 ministerial and governor-level officials. The Academy also trains high-level business executives, senior professionals, diplomats, and military officers. In addition, CELAP offers tailor-made programs entrusted to government departments, enterprises, and social organizations from home and abroad.

**Public Leadership Values.** CELAP applies President Xi Jinping's criteria for leaders: (1) to be firm in ideals and convictions; (2) to be willing to serve the people; (3) to be diligent and down-to-earth at work; (4) to be ready to take responsibility for crises; (5) to be honest, upright, and anti-corruption.

**CELAP model.** CELAP's cutting-edge leadership training focuses on new theories, new practices, and new knowledge in China's industrialization, modernization, and urbanization. It draws lessons from China's latest reform and opening-up practices. Students bring challenges from their jurisdictions to debate them and find solutions that can be applied back home. Course designs are based on real-life issues. Major CELAP programs include: International Perspectives for Deepening Reform and Opening-up; Implementing an Innovation-driven Strategy; Improving an Open Economy; Implementation of Strategic Adjustment of Economic Structure; Constructing a Free Trade Zone; Sustainable Socioeconomic Development; Promoting the Development of Western China; Improving International Competitiveness of Chinese Enterprises; Deepening Financial Reform; Transforming Economic Growth; Improving Local Government Financial Management Systems; and Urbanization and Urban Modernization, among others.

**Labs.** CELAP offers six labs: media communication, crisis management, leaders' psychological adjustment, financial innovations, management of smart cities, and Party education. Through these labs, participants can enhance their leadership capacity by exchanging ideas in handling similar cases and life crises.

**Faculty.** CELAP's faculty is composed of full- and part-time teachers recruited from home and abroad. In addition, CELAP has a young and highly qualified full-time faculty team, all of whom have obtained doctorates. CELAP has about 20 profes-

sors and 50 associate professors who are encouraged to attend in-service training, academic exchanges, and overseas study. Guest lecturers teach over 90 percent of the courses.

**International perspective.** With the aim of becoming an international base of executive leadership training and development, CELAP continues to expand exchanges and cooperation with foreign partners, including some of the world's most prestigious universities. Several heads of state and heads of government from the world over have lectured or made keynote speeches at CELAP. CELAP has organized leadership training for government officials from African and Asian countries and for Russian and Australian leaders. The institution also launches international research and study exchanges, introduces international lessons, and organizes seminars to help participants develop global perspective and enhance their capacity for cross-cultural communication.



## Short Biographies

### Speakers and Moderators

**Mr. Wang Weiguang** (PhD of philosophy), professor and doctorate supervisor, is president (at full ministerial level) of the Chinese Academy of Social Sciences. He is a member of the 18th Central Committee of the CPC, and chief expert of the program of research and construction of Marxism. Wang Weiguang has long been engaged in the study of Marxist theory and philosophy, and the theoretical system of socialism with Chinese characteristics. He has published over 40 books and more than 500 articles in the most prestigious national newspapers and journals. His main books include: *On Interests, Contradictions, A Collection of Lectures by Wang Weiguang, A Self Selection of Wang Weiguang*. In 1987 the State Council awarded Wang Weiguang the honor of “the most outstanding doctoral student.” He is a recipient of special government allowances.

**Mr. Huang Haotao** is vice president of the Party School of CPC Central Committee. Born in Jiangsu Province in December 1957, Mr. Huang got his BA in philosophy from Nanjing University. Beginning in September 1975, he worked on a forest farm for three years. In February 1982, he came to work in the Chinese Academy of Social Sciences. He was promoted to deputy director in 1985 and director in 1988. From 1991 to 1996, he served as the deputy director general of the Scientific Research Bureau of CASS, and later director general of the Bureau. From 2002 to 2006, he served as the deputy secretary general of CASS, during which he temporarily worked in the Three Gorges Project Development Corporation as the assistant general manager. He was promoted to secretary general at vice-ministerial level in 2006. In 2013, he became the vice president of the Party School of the CPC Central Committee. He is deputy to the 18th National Party Congress.

**Ms. Ana María Rodríguez-Ortiz** has been the manager of the Institutions for Development Sector at the IDB since 2011. She previously served as manager of the IDB's Andean Country Group. Since joining the Bank in 1991, Ms. Rodríguez-Ortiz has occupied several positions, including senior advisor to the office of the presidency, the IDB's country representative in Peru, and chief advisor to the executive vice president. She has also been chief of the Finance and Basic Infrastructure Division of the Regional Operations for the Andean and Caribbean countries; chief of the Country Division for Colombia, Ecuador, Peru, and Venezuela; and technical advisor to the Bank's executive vice president. Prior to working at the IDB, she served as economic advisor to the president of the National Banking Association in Colombia; worked at the Central Bank of Colombia and at Colombia's Banco Central Hipotecario, or Central Mortgage Bank. Ms. Rodríguez-Ortiz, a citizen of Colombia, holds an MA in development economics from Williams College in Massachusetts and a degree in economics from Universidad de Los Andes in Bogota, Colombia.

**Mr. Wang Lei** is director general of Bureau of International Cooperation of Chinese Academy of Social Sciences. He obtained his MA in public policy and administration at the Netherlands Institute of Social Studies, and his PhD in economics at the Graduate School of the Chinese Academy of Social Sciences. He is a board member of the Chinese Association of Friendship with Foreign Countries and a board member of the Chinese Association of European Studies. He conducted research on European tax coordination in the context of European economic integration and the tax-related rules of WTO in the Faculty of Law under the Tilburg University of the Netherlands and in the European Tax College under the Leuven University of Belgium. The focus of his research is China's external economic relations, covering issues of investment, trade, and taxation. He has published research papers in Chinese and in overseas academic journals, including the *Journal of Industrial Economics*, *International Economic Review* and *International Transfer Pricing Journal* (IBFD), and he published a monograph entitled "WTO and the Reform of China's Foreign-Related Enterprise Income Taxation System."

**Mr. Ma Jiantang**, a PhD in economics and research fellow, is serving as member of the Party Committee and executive vice president of Chinese Academy of Governance (CAG) and member of the 18th Central Committee of the CPC. A graduate of the Graduate School of Chinese Academy of Social Sciences, he specializes in corporate behavior, industrial structure, industrial organization, and macroeconomics. He authored *Structure and Behavior: Studies on China's Industrial Organization*, *Research on China's Industrial Structure*, and *Research on the Reform of State-owned Enterprises at the Turn of the Century*, and more. In 1996, he won China's top economics award—Sun Yefang Economics Prize, and was granted the



title of Expert Making Excellent Contributions by the State Council. Furthermore, in 2012, he received the China Economics Theory Innovation Award for his *Theories on China's Economic Restructuring*. Mr. Ma previously served as director-general of the Macroeconomic Control Department of the Development Research Center of the State Council, deputy secretary-general of the State Economic and Trade Commission, deputy secretary-general of State-owned Assets Supervision and Administration Commission of the State Council, member of Leading Party Members' Group and vice governor of the Government of Qinghai Province, and secretary of the Leading Party Members' Group and commissioner of National Bureau of Statistics of China.

**Mr. Nick Manning** retired as head of Governance and Public Sector Management at the World Bank (WB) in December 2013. He led the development and implementation of the WB's updated approach to public sector management. From 2005 to 2007, he was head of the Public Sector Management and Performance Division at the OECD. Mr. Manning has also served as the WB manager for Public Sector and Governance for Latin America and the Caribbean and lead public sector management specialist for South Asia. He has held advisory positions on public management for the commonwealth secretariat and for UNDP in Lebanon. Before moving to international advisory work, Mr. Manning was head of strategic planning for an inner London Borough. Mr. Manning holds various honorary academic, research, and advisory positions and has published extensively on public management reform and development and on public sector developments within the OECD.

**Mr. Mariano Lafuente** is a senior public management specialist at the IDB, where he leads the Bank's work on civil service reform and center of government. He has led and participated in projects and studies in the majority of countries in LAC at both the national and the subnational levels. Previously, he was a public management specialist for the LAC region at the WB. Mr. Lafuente, a citizen of Argentina, holds a degree in political science from the Pontifical Catholic University of Argentina and an MA in public policy from the University of Maryland, College Park.

**Mr. Roberto Manrique** is a senior advisor in the Institutions for Development Sector of the IDB. His responsibilities include corporate and operational matters, partnership development, and strategic affairs. He previously served as senior advisor to the Bank's executive vice president and as principal officer, a position that focused on infrastructure lending and regulatory reform. He also worked on structuring and managing public sector reform programs in the Andean, Central American, and Caribbean countries. Prior to joining the IDB, he worked as an economist at the WB

in Washington, DC. Mr. Manrique, a citizen of Peru, completed an MA and doctoral studies in economics at Wayne State University in Michigan.

**Prof. Fang Ning** is director general of the Institute of Political Science, Chinese Academy of Social Sciences. His main research fields are theory on politics, democratic politics, comparative politics, and practices and theories on democratic politics with Chinese characteristics under socialism. His main publications include: *Fang Ning* (as the chief editor), Yun Jie (as the second chief editor), *Experience of Zhejiang and Development of China* (Government Management Volume), Social Sciences Academic Publishing House, January, 2007, *Grassroots Economy and Democratic Politics*, Social Sciences Academic Publishing House, November 2008, *Ten Theses on Democratic Politics*, China Social Sciences Publishing House, July 2007, *Liberty Authority Diversity—Eastern Asian Political Development Study*, Social Sciences Academic Publishing House, July 2011, and *China's Experience on Democracy*, China Social Sciences Publishing House, November, 2013.

**Mr. Tang Yi** was born in Zhanjiang, Guangdong Province in 1967 and graduated from the Shantou University as a bachelor of historiography. He has held the following posts: deputy township chief of Xiashan Town, Zhanjiang City, Guangdong Province; member of Discipline and Inspection of the CPC Nanshan District Committee in Shenzhen City; deputy secretary of Party Working Committee in Zhaoshang Street; vice executive chairman of the District Federation of Labor, and the minister of District Social Work Department. Now, he serves as committee member of the CPC Nanshan District in Shenzhen City and the full-time deputy director of the Social Work Committee in Nanshan District.

**Ms. Diana Muñoz Mejía** has served as the director of knowledge management at Colombia's Empresas Públicas de Medellín (EPM) since 2014. During her 15 years at EPM, she assumed various executive and specialist positions associated with the development and management of human talent. Since 1998, she participated in numerous projects on EPM's corporate transformation, with a continuous focus on the management of human resources. She is a professional with more than 20 years of experience in organizational transformation, leadership development, executive coaching, and change management. Ms. Muñoz Mejía is a specialist in business administration, organizational psychology, and human development, and a certified ontological coach. She has also taught at university graduate programs specializing in human resources.

**Ms. Paola Hidalgo Verdesoto** currently serves as Ecuador's vice-minister of public service in the Ministry of Labor. In that capacity, one of the main responsibilities includes the definition and implementation of public policies for the administration of

the human talent in her country. Prior to her current position, she served in various positions in her country's Internal Revenue Service, including the post of regional director for Ecuador's northern area, which generates 60 percent of the country's tax revenue. Ms. Hidalgo Verdesoto holds a master's degree in economic, financial, and stock market law and advanced degrees in economic development and taxation from the Universidad Regional Autónoma de los Andes (UNIANDES); and an engineering degree from the Universidad Católica Santiago de Guayaquil.

**Mr. Enrique Paris**, an advisor to the minister of finance of Chile, currently coordinates the Cabinet's advisory group and modernization of state matters. He is a professional with a post-graduate degree and an extensive career in the public sector of Chile, where he has served in high-level positions at institutions responsible for the design and implementation of public policy. He served as the chief of staff to former President Ricardo Lagos. Prior to March 2010, Mr. Paris was the deputy director of Rationalization of Public Service under the Budget Administration (DIPRES). During this period, he also served as executive secretary of the Presidential Committee for the Modernization of the State.

**Mr. Andres Corrales Angulo** has served as manager for Development of Public Executives at Peru's National Authority for Civil Service (SERVIR) since 2008. He has more than 13 years of experience working in the Peruvian public sector, where he has served as senior advisor for the Presidency of the Council of Ministers, and the Ministries of Defense, Health and Women and Social Development. He holds a law degree from Peru's Catholic University and an MA in public administration from Spain's Instituto Universitario Ortega y Gasset of the Complutense University of Madrid, and a diploma of advanced studies in civil law at the Universidad de Zaragoza in Spain. He is also a specialist in human resource and competency management.

**Mr. Jiang Shixue** is a professor of CASS, vice president of the Chinese Association of Latin American Studies, and vice president of the China Society of the Emerging Economies. He served as deputy director general of the Institute of Latin American Studies at CASS from 1997 to 2009.

**Mr. Hernan Rojas Angulo** currently serves as Costa Rica's director general of civil service. He has more than 35 years of experience in his country's public sector, with positions held at various national institutions. He has more than 25 years of experience as a lecturer at both public and private universities. Mr. Rojas Angulo is a member of Costa Rica's Public Employment Commission, Public Sector Income Commission, and Commission for the Coordination of Financial Administration of the Central Government. He holds a BA in public administration; an MA in human

resource management; and doctoral degrees in business and economics and in international defense of human rights from the Universidad de Alcalá de Henares in Spain.

**Mr. Hou Junshu** is a member of the CPC Beijing Municipal Committee and secretary of the CPC Changping District Committee. He graduated from Renmin University of China majoring in statistics and studied in Wolfson College, Oxford University as a visiting student. He holds double master's degrees in economics and management and the title of associate professor. The previous leadership positions Mr. Hou has held include secretary of Renmin University of China Youth League Committee, vice director of General Office of the People's Government of Beijing Municipality, deputy secretary of the CPC Haidian District Committee, and secretary of the CPC Yanqing County Committee.

**Mr. Denzil Thorpe** has served as permanent secretary in Jamaica's Ministry of Local Government and Community Development since June 2015. Mr. Thorpe started his professional career in 1993 in his country's Ministry of Labour and Social Security, where he served in several different capacities over 22 years, the last of which was as director of Social Security. In his current position, Mr. Thorpe has responsibility for all the local authorities island-wide, the Office of Disaster Preparedness and Emergency Management (ODPEM), the National Solid Waste Management Authority (NSWMA), the Jamaica Fire Brigade, and the Social Development Commission.

**Ms. Diana Rúa Jaramillo** has served as vice-president of Corporate Finance at EPM in Colombia since 2012. During her 21 years at EPM, she has held numerous technical and managerial positions, and led various emblematic business projects, including the adoption of international financial reporting standards, international norms on financial information, and the transformation project entitled "Program EPM Group without Borders." She has represented EPM as a board member in various affiliated companies in Colombia and El Salvador. Ms. Rúa Jaramillo, a professional with more than 25 years of experience in the area of finance, holds a degree in economics from the Universidad Autónoma Latinoamericana, and a specialization in corporate finance and capital markets from the Universidad Pontificia Bolivariana.

**Mr. Ni Pengfei** is the director of CASS's Center for City and Competitiveness. Previously, he served as assistant president of the National Academy of Economic Strategy, CASS and director of Urban and Real Estate Economy Research Unit of National Academy of Economic Strategy, CASS. Mr. Ni holds a PhD in economics and is a research fellow and a doctoral supervisor. He is an adjunct professor at the Institute of Public Administration, Huazhong University of Science and Technology,

Beijing Normal University Institute of Resources and Economic Management, and Chinese University of Hong Kong. He also acts as vice secretary in the Chinese Society for Urban Studies, Chinese Urban Development Academy, and China Society of Urban Economy. Mr. Ni has been an economy consultant for the city governments of Chengdu, Xian, and Dongguan, among others. His magnum opus “Chinese Urban Competitiveness Report” received the Sun Yefang Economics Prize in 2005.

**Ms. Joan Underwood** is a former member of the foreign service of Antigua and Barbuda, having served as that country’s non-resident ambassador to a number of Latin American countries, including Brazil, Chile, Mexico, and Venezuela. Her public sector experience also includes chief implementation officer in the Office of the Prime Minister, where she served as the government’s lead advisor on public sector transformation. In 2012, she became regional project manager with the Caribbean Leadership Project (CLP), a Canadian-funded project supporting the development of senior public sector leaders in 12 Caribbean countries. In 2014, her role was expanded to include the design and facilitation of the fully blended, multi-modular, experiential leadership development program. In addition to her CLP duties, Ms. Underwood is currently focusing her energies on talent and organizational development in the public and private sectors throughout the Caribbean.

**Ms. Zhou Yunfan** has served as the deputy director-general of the Bureau of International Cooperation of CASS since 2012. Between 1987 and 2012, Ms. Zhou worked on CASS’s Asian, European, and African programs as program officer and division chief. She holds a BA in English language and literature from Nanjing University, an MA in applied policy studies from the University of Sussex, and has completed executive training in public policies at Duke University.

**Mr. Harry Genfa Liu** is deputy director-general of the Department of International Exchange and Program Development of CELAP. He is also director of the Joint Center for Urban Studies of CELAP and Oxford University; co-chair of the Harvard Students and Scholars Association, Shanghai Club; vice-president of LKY SPP of NUS Alumni Association of SORSA; and councilor of the Shanghai United Nations Research Association. He has been an associate professor since 2001. Prior to his present job, Mr. Liu had a rich experience in the public sector. He worked for the Foreign Affairs Office of Gansu Provincial Government for over a decade, and served as second secretary, consul and head of chancery in the Chinese Embassy respectively in Baghdad and Riyadh for more than seven years. He has a BA in English linguistics and literature from Lanzhou University, and holds MA degrees in business management from Lanzhou University, public management from the National University of Singapore, and public administration from Harvard University’s Kennedy School of Government.

### ***Other members of CASS Delegation***

**Ms. Zhang Lihua** is professor and director of the American and Oceania Division, Bureau of International Cooperation, CASS. She graduated from Shanghai Foreign Languages Institute and obtained a BA in British and American literature. She has served as program officer, deputy director, and director for academic exchange and cooperation between CASS and international organizations in Europe, America, and Oceania.

**Ms. Xu Qiong** is deputy director of the American and Oceania Division, Bureau of International Cooperation, CASS. She graduated from the University of International Business and Economics and obtained an MA in Spanish economics and business. She has been working as program officer and deputy director for academic exchange and cooperation between CASS and America and Oceania.

**Ms. Yucheng Fu** is an assistant researcher at the Institute of Political Science of CASS. She obtained her MS in anthropology at the London School of Economics, and a PhD in law at Peking University. She conducted research on the correlation between industrialization and democratization in developing countries and also in Western countries at Weatherhead East Asian Institute of Columbia University from 2013 to 2014 as a visiting scholar. The focus of her research is on China's county-level governments' innovative exploration on good governance and China's democracy path of public participation. She has published a dozen academic papers on public participation in the *Chinese Journal of Law*, *Law Science Magazine*, *Internet Law Review*, and *Northern Economy*, among other journals.

### ***Other Members of the IDB Delegation***

**Mr. Jianjun Xu** is a senior operations specialist at the Office of Outreach and Partnerships (ORP) of the IDB. His work focuses on cooperation and collaboration with China. Prior to joining the IDB, Mr. Jianjun had extensive work experience with the People's Bank of China (PBC) in the area of international finance and international organizations, where he held various positions, including director of the MDBs Division at International Department of PBC, coordinator for China Co-financing Fund for Latin America and the Caribbean at the IDB, Chinese counselor at the Board of Executive Directors of the IDB, Chinese advisor at the Board of Executive Directors of the IMF, and executive director of the Eastern and Southern African Trade and Development Bank (PTA Bank) for China. Mr. Jianjun holds MA degrees in economics and economics of development from Renmin University of China and the Australian National University.

**Mr. Julio Angel-Mejía** is the operations principal technical leader at the IDB's Office in Asia. He previously served as chief of executive services to the Boards of Directors of the IDB at the Office of the Secretary of the Bank. Since joining the IDB in 1993, Mr. Angel-Mejía has occupied several positions, including chief of the Modernization of the State and Civil Society Division of the Sustainable Development Department (SDS) in 2005, country representative in Chile (2000–2005), and executive director for Colombia and Peru at the Board of Directors. Prior to working at the IDB, he was an economist at the IMF in Washington, DC. Mr. Angel-Mejía also had an extensive career at Colombia's Central Bank since 1984, where he held positions such as representative in Japan, advisor to the Deputy Governor, deputy director of the Economic Research Department, chief of the Fiscal Division, and economist of the International Economics Division. Mr. Angel-Mejía, a Colombian citizen, holds an MS in economics from the London School of Economics; a postgraduate degree in macroeconomic programming from the Centre d'Etudes des Programmes Economiques in Paris, and a degree in economics from Universidad de Los Andes in Bogotá, Colombia.

**Ms. Maria Ines Vasquez** has served as the technical advisor of the Institutional Capacity Strengthening Fund (ICSF) at the IDB since March 2014 and a consultant on public management since 2013. A lawyer and public management expert with more than 10 years of experience in the areas of public sector reform and institutional design, she has worked as an advisor for the Presidency of the Council of Ministers (Peru), the Ministry of Economy and Finance (Peru), and the National Competitiveness Council (Peru), and as a consultant for different government agencies at national, regional, and local levels, international organizations, and firms. She is a former member of the board of directors of the National Enterprise of Ports (Peru). Ms. Ines Vasquez holds an MA in public administration from the Maxwell School of Citizen and Public Affairs at Syracuse University and a law degree from the Pontifical University of Peru.

**Ms. Yuan Li** is a consultant for the Institutions for Development Sector at the IDB. She works to facilitate the Bank's technical cooperation with China on institutional capacity building, urban development and housing, public management, and other issues of common interest. Prior to joining the IDB, her work focused on the areas of development finance, governance, and South-South cooperation, with regional orientation toward LAC and Africa. She has conducted research projects in various countries in LAC and Africa, analyzing the impact of economic and political engagement of China on the development of these regions. Her work has been published in official blogs, financial newspapers, government websites, and research book series in multiple languages. Ms. Yuan holds an MA in international development and international economics from the Johns Hopkins School of Advanced International Studies. She received her BA in public policy and administration from Renmin University of China. She is native speaker of Chinese, fluent in English, and proficient in Spanish.

