

1. Record Nr.	UNINA9910963207903321
Titolo	Leadership and innovation in subnational government / / Tim Campbell, Harald Fuhr
Pubbl/distr/stampa	Washington, DC, : World Bank, c2004
ISBN	1-280-08546-0 9786610085460 1-4175-0573-7
Edizione	[1st ed.]
Descrizione fisica	xiii, 450 pages ; ; 24 cm
Collana	WBI development studies
Altri autori (Persone)	CampbellTim FuhrHarald
Disciplina	352.2/83
Soggetti	Decentralization in government - Latin America
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Intro -- Contents -- Foreword -- Acknowledgments -- Contributors -- PART 1: BACKGROUND AND SCOPE -- 1. Introduction and Preview -- 2. Context of Change: Decentralization and State Reform in Latin America -- 3. Research Questions: Inventing Decentralized Government -- 4. Selection of Cases and Methods -- PART 2: CASES -- 5. FISCAL MANAGEMENT AND LOCAL RESOURCE MOBILIZATION -- 5-1. The Politics of Participation in Tijuana, Mexico: Inventing a New Style of Governance -- 5-2. Tax Management in the Municipalities of Valledupar and Manizales, Colombia -- 6. ADMINISTRATIVE PERFORMANCE AND MANAGEMENT -- 6-1. Modernizing a Provincial Public Sector: An Experiment in Mendoza, Argentina -- 6-2. Changing the Managerial Mindset: The FONDEVE in Conchalí, Chile -- 7. PARTICIPATION IN LOCAL AND REGIONAL DECISIONMAKING -- 7-1. Participatory Budgeting in Porto Alegre, Brazil -- 7-2. Improving Basic Infrastructure in Mendoza, Argentina: MENPROSIF -- 8. PUBLIC SERVICE PROVISION -- 8-1. Innovative Urban Transport in Curitiba, Brazil -- 8-2. Partnering for Services in Santa Cruz, Bolivia -- 9. PUBLIC-PRIVATE COLLABORATION -- 9-1. Partnering in Cali, Colombia, for Planning and Management -- 9-2. Privatizing Ports and Mines in Venezuelan States -- 9-3. Municipalities, Banks, and the Poor in Shelter and Infrastructure of Nicaraguan Cities -- PART 3: LESSONS FOR DONORS AND

POLICYMAKERS -- 10. CHALLENGE FOR DONORS-SUSTAINING THE ENGINE OF REFORM -- 10-1. Promoting Democracy through Decentralization and Strengthening Local Governance: USAID's Approach and Experience -- 10-2. Policy Choices and Institutional Dynamics of Decentralization: Operational Implications for Technical Cooperation -- 11. Conclusions and Policy Lessons.

---

Sommario/riassunto

Leadership and Innovation in Subnational Government takes stock of promising innovations that began to appear in local government across the region of Latin America and the Caribbean during the 1990s. The purpose of this work-in contrast to many reports which document best practice-is to deepen our understanding of the genesis and evolution of change as local leaders cope with the challenges of governing in decentralized democracies. One of the most striking features exhibited by the cases in this volume is that local authorities have been change makers often without help from outside, from national or international agencies. The authors, Tim Campbell and Harald Fuhr, call these local enterprising risk takers an "engine of change." Twenty specific cases of innovation have been documented in the study covering the core business areas of cities-finance, popular participation, service delivery, privatization, and personnel management. The book aims to show, in policy and practice, how to sustain this engine of change. One of the central messages of this work is that by supporting key steps in the process of innovation, donors can enjoy cost-effective impacts and help to achieve the next stages of reform in the region. But to do so, donors must focus on management and learning at the local level, building on the foundations of broad participation in public choice and working more actively to help local actors learn from each other.

---