

INTER-AMERICAN DIALOGUE'S

LATIN AMERICA ADVISOR ► ENERGY

BOARD OF ADVISORS

Jeffrey Davidow
Senior Counselor,
The Cohen Group

James R. Jones
Co-chair,
Manatt Jones
Global Strategies LLC

Ramon Espinasa
Consultant,
Inter-American
Development Bank

Jorge Kamine
Counsel,
Skadden, Arps, Slate,
Meagher & Flom LLP

Luis Giusti
Senior Advisor,
Center for Strategic &
International Studies

Larry Pascal
Partner,
Haynes and Boone

Jonathan C. Hamilton
Partner,
White & Case LLP

Everett Santos
President,
DALEC LLC

Kirk Haney
CEO,
SG Biofuels

R. Kirk Sherr
President,
Register Larkin Energy

Raul Herrera
Partner,
Corporate and
Securities Practice
Arnold & Porter LLP

Charles Shapiro
President,
Institute of the
Americas

William Irwin
Manager, International
Government Affairs
Chevron Corporation

Mark Thurber
Partner,
Andrews Kurth LLP

Paul Isbell
Senior Fellow,
Inter-American
Dialogue

Roger Tissot
Independent Energy
Economist

Max Yzaguirre
Chief Executive Officer,
The Yzaguirre Group

FEATURED Q&A

Will Ecuador Be Able to Produce More Oil Next Year?

Q Ecuador's revenue from oil-product exports rose 87 percent between January and September to \$860 million, compared to the \$459 million registered in the same period in 2010, Dow Jones reported Dec. 1. According to the central bank, exports rose 35 percent from 6.73 million barrels in the first nine months of 2010 to 9.06 million barrels during that period in 2011. What is the outlook for Ecuadorean oil production? How well is the government managing the country's oil sector after contract renegotiations earlier this year?

able to increase their oil production significantly in 2011, which might end up around 500,000 barrels a day on average in 2011. Nevertheless, much improved government border controls and a bit more output from the NOCs might have reduced the illegal border outflow of Ecuador's fuels to southern Colombia and northern Peru which amount to 20 percent to 25 percent, as reported by Dow Jones. What is clear is that high oil prices in the markets have played a very important role in increasing government

Continued on page 3

A René Ortiz Duran, former minister of energy and mines of Ecuador and former secretary general of OPEC: "Exploration and production contract re-negotiations with international oil companies (IOCs) holding legal contracts lasted longer than expected and companies—those that accepted the so-called new contractual modality—ended in 2010 with: a new service contract that extends up to 2017/2018/2019; with an investment commitment of the companies for about \$1.2 billion for the next five years; and, for the company, a payment service fee in kind at a rate of about \$35 per barrel produced. There is no method for a per barrel payment for new oil discovered. Neither Ecuador's two NOCs—Petroecuador and Petroamazonas—nor the IOCs have been



Sacyr Rescued by Repsol, Ends Pact with Pemex

Repsol, headed by chairman Antonio Brufau, bought back a 10 percent stake in itself from Spanish construction company Sacyr Vallehermoso for \$3.4 billion. As part of the deal, Sacyr ended a voting pact with Mexican national oil company Pemex. See story on page 2.

File Photo: Repsol.

Inside This Issue

FEATURED Q&A: Will Ecuador Be Able to Produce More Oil Next Year?1	Chevron Accuses Lawyers, Judge of Fraud in Pollution Case2	Argentina Receives Bids for \$4.2 Billion Border Hydro Plant3
Sacyr Rescued by Repsol, Ends Pact with Pemex2	Amerisur Eyes Tenfold Increase in Colombia Oil Production3	Brazilian Energy Auction Keeps Power Prices Low3
Fitch Sees Constrained Growth of Argentine Shale Reserves2	Petrobras to Begin Drilling in Angola Early Next Year3	Political and Economic News: Brazil, Chile, Colombia, Venezuela and More4-5

ENERGY SECTOR BRIEFS

Chevron Accuses Lawyers, Judge of Fraud in Pollution Case

Chevron on Wednesday submitted a letter to Ecuador's prosecutor general accusing the lawyers and judge in a long-running pollution case of fraud and corruption, the Associated Press reported. The oil company alleges that the plaintiffs' lawyers worked with the judge to draft an \$18 billion decision. A U.S. spokeswoman for the Ecuadoreans called the letter "nothing more than a public relations stunt orchestrated by Chevron to distract attention from its \$18 billion liability."

Brazilian Judge Allows Dam Construction to Proceed

A Brazilian judge on Friday reversed a decision that had stopped some construction on the massive Belo Monte Dam, the Associated Press reported. In September, work had been halted on the \$11 billion dam after a federal judge ruled that it would have a negative impact on fishing in the Xingu River. He reversed the decision because the consortium demonstrated that the dam, which is to be the world's third largest, would not alter the habitat. [Editor's note: See related Q&A about Belo Monte in the Feb. 21-25 [issue](#) of the *Energy Advisor*.]

Saipem Wins Pipeline Contracts Worth Nearly \$600 Million

Italian energy company **Saipem**, a subsidiary of **Eni**, announced Dec. 16 that it has won engineering contracts in Brazil and Venezuela worth around \$600 million, Dow Jones reported. Brazilian state-run energy company **Petrobras** awarded the contract to develop a gas export pipeline, while the company signed a contract in Venezuela for the transportation and installation of a gas export sealine.

Oil & Gas News**Sacyr Rescued by Repsol, Ends Pact with Pemex**

In a last minute deal Tuesday, **Repsol** bought half of beleaguered Spanish construction company **Sacyr Vallehermoso's** 20 percent stake in the oil major for \$3.4 billion, Dow Jones reported. Sacyr has struggled with its debt in the wake of the

Sacyr has struggled with its debt in the wake of the collapse of Spain's construction market.

collapse of Spain's construction market and the builder's creditors had demanded it pay half of a 4.9 billion euro loan before refinancing the remainder by a deadline on Wednesday. Repsol bought its shares back to avoid banks seizing them or forcing Sacyr to default. As part of the deal, Sacyr ended a much-publicized voting alliance with Mexican state energy company **Pemex** to coordinate votes on Repsol's board and influence management changes. The two companies entered into the agreement in August, after Pemex upped its stake in Repsol from 5 percent to 9.4 percent. The move angered Repsol's management and drew criticism in Mexico. After the announcement on Tuesday, the headline the following day in Mexican daily *Reforma* was "Pemex loses bet," Dow Jones reported. While there are indications that the voting alliance strained relations between Pemex and Repsol, the companies have said that collaboration will continue. "Pemex is keeping open communication and negotiation channels with the different Repsol shareholders and its management ... and reiterates its commitment to work together with the company," Pemex said in a statement. Meanwhile the Mexican oil company announced Monday that it had spent about 330 million pesos (\$24 million) in the wake of a pipeline blast last year that was blamed on fuel thieves. About one third went to the families of those killed

and those who received injuries or property damage from the explosion. The remaining two thirds was used to clean up the area and build infrastructure projects.

Fitch Sees Constrained Growth of Argentine Shale Reserves

Despite several recent discoveries of large unconventional gas reserves in Argentina's Neuquén province, **Fitch Ratings** expects regulations to inhibit new development activity. In a credit market commentary, the ratings agency said it expects that the "absence of clear price incentives and rules is likely to slow new development activity and delay the type of large-scale boom in investment and production now being witnessed in North American shale plays." Price caps in the domestic market have long discouraged new investment and the country has struggled to meet rising energy demands. However, the discovery of large shale reserves, including YPF's find earlier this year of 927 million barrels of oil equivalent in Patagonia, has led some analysts to predict a "shale gas boom" that could help reverse the trend of flagging

“ [The] absence of clear price incentives and rules is likely to slow new development activity.”

— *Fitch Ratings*

investment. "The world's army of convinced Argentina pessimists should remember that promising discoveries have already been made. Despite Argentina's horrible reputation with regards to regulatory affairs, this nascent shale boom was both preceded and underpinned by changes in regulations to provide companies with sufficient terms, clarity and confidence," energy analyst and visiting senior fellow at the Inter-American Dialogue, Paul Isbell, told the *Energy Advisor* in October. Nonetheless, Fitch remains cautious, saying that while the finds are "potentially significant" in the long-run, an unclear regulatory environment will likely delay new investment and quick exploitation of the resources.

Amerisur Eyes Tenfold Increase in Colombia Oil Production

Amerisur Resources is planning to raise its oil production in Colombia more than tenfold by late next year, the company's chairman told Reuters Tuesday in an interview. The cash generated would pay for expansion elsewhere in the region, Giles Clarke added. He said the company plans to begin drilling the first of nine wells in its Platanillo block early in 2012. The company expects the block will increase output to 5,000 barrels of oil per day, or BOPD, from the current total of about 400 BOPD. "We've assumed 1,500 barrels a day for each well," said Clarke. "Clearly if the wells are capable of producing 1,500 barrels and we drill more than four wells, we're going to be producing

Amerisur plans to explore in its Paraguayan oil blocks and looking at targets in Colombia and Peru.

way more than 5,000 BOPD." Analysts at **Royal Bank of Canada** have estimated that Amerisur would generate \$60 million a year in revenues for all of 2012 and \$180 million for 2013 if the company meets its production targets. Amerisur is planning to use its cash to explore in its Paraguay oil blocks and also to pay for acquisitions in South America, said Clarke, adding that the company is looking at possible targets in Colombia and Peru.

Petrobras to Begin Drilling in Angola Early Next Year

Brazil's state-run oil company, **Petrobras**, said that it will explore reserves in the deep waters off the Angolan coast early next year, betting that the area will be similar to Brazil's deposits, Bloomberg News reported Tuesday. Petrobras is the operator and a 30 percent stakeholder in a block in Angola's southern coast. Among the companies that recently won licenses to drill in Angola's pre-salt area are **BP**, **Statoil**, **Repsol YPF**, **Total** and

ConocoPhillips. Petrobras also said that it plans to start tapping reserves off the coast of Namibia and that at least 12 rigs will begin operations in Brazil in the next year.

Power Sector News

Argentina Receives Bids for \$4.2 Billion Border Hydro Plant

The Argentine government has received bids from three groups to build a \$4.2 billion hydroelectric project along the country's border with Brazil, Dow Jones reported Dec. 15. The government will take nearly two years to complete feasibility studies and the construction will take five to six years, said Planning Minister Julio de Vido. If built, the dam and power plant will produce 2 gigawatts of power and will be located on the Uruguay River. According to de Vido, Brazil and Argentina will collaborate to find financing for the project.



De Vido

File Photo: Argentine Government.

Brazilian Energy Auction Keeps Power Prices Low

At a power auction in Brazil on Tuesday, power-distribution companies contracted 1,211.5 megawatts of new energy capacity at an average price of 102.18 reais (\$55.50) per megawatt-hour, Dow Jones reported. The projects must come online by 2016 and are predominantly wind-powered, but also include hydroelectric and biomass projects. The prices are the second-lowest since the country implanted its current auction system, and they have only been lower in auctions for very big hydroelectric dams. The government expects that the new capacity will require around 4.3 billion reais to complete. Among the awards, Brazil's **Desenvix** won a contract to sell energy from the 135 MW São Roque dam in the state of Santa Catarina. "Before, we could only get this kind of price for hydroelectric projects in the north, in the Amazon ... [There] was a strong discount for São Roque, which shows the result of this process of competition," said Mauricio Tolmasquim, head of the government's energy planning agency, EPE. [Editor's note: See related Q&A about wind power development in the Sept. 12-16 [issue](#) of the *Energy Advisor*.]

Featured Q&A

Continued from page 1

income by about 88 percent, if reported revenues of 2010 and 2011 are compared. The outlook for 2012 is not clear taking into consideration that oil companies are limited to E&P activities within their own respective blocks with already known producing fields, where enhanced oil recovery applications might only help a bit."

A Héctor A. Paz y Miño, president of Tecnie Oil & Energy in Quito: "Ecuador's oil exports rose by about 2.3 million barrels during the first nine months of 2011, mostly as a result of the migration of all production sharing agreements to service fee type contracts, which went into effect in late January 2011. All of the production previously exported by private oil companies (roughly 35 percent) was transferred to the government column. Income also rose on account of higher average international oil prices in 2011. Private investment in the sector has remained very modest in 2011, with the bulk of new investment being accounted for by the two NOCs (Petroecuador and Petroamazonas). The country's outlook for 2012 is for a very nominal increase in production (below 4 percent) to about 520,000 barrels of oil per day (bopd), coming mostly from the two NOCs. Ivanhoe Energy, the only private operator who could contribute very significant additional oil production from the Pungarayacu heavy oil field, will not yet be able to do so next year. The chal-

Continued on page 6

Political News

Death Toll in Colombia Floods, Landslides Reaches 170

Months of heavy rains and landslides in Colombia have left 170 people dead, Reuters reported Wednesday. Torrential rains that started in September have also washed away crops, caused damage to about 135,000 homes and affected some



Santos

Photo: Colombian Government.

800,000 Colombians, according to the country's Disaster Risk Management Agency. Thousands of people have been forced to evacuate their homes in areas along the country's Pacific coastline and in the northern provinces. Efforts to rescue people in danger from flooding and landslides have been hampered by rebels, who have blocked access. "The situation regarding humanitarian access in the Catatumbo region is made difficult not only because of the consequences of the rainy season, but also because of fighting by armed groups," said the United Nations Office for the Coordination of Humanitarian Affairs, or OCHA. In early December, President Juan Manuel Santos' government created a special ministerial taskforce and a new disaster risk management agency to address the natural disaster. Colombia's government has earmarked \$500 million to deal with the flooding, including a promise to pay families as much as \$1,550 for rebuilding homes and businesses. However, there have also been calls for local governments to put better measures in place to mitigate the effects of floods. Colombia's chief ombudsman and attorney general are investigating claims of local authorities mismanaging public money allocated for disaster prevention. Santos's government

recently said it has responded appropriately to the floods. "In general terms the truth is that the response has been robust. Wherever a landslide happens the machinery is there," Santos said earlier this week in a local radio interview.

Mexican Officials Fire Entire Police Force in Port City of Veracruz

The entire police force of the Mexican port city of Veracruz was fired on Wednesday in a move ordered by state and federal officials aimed at fighting corruption in the state's largest city, the Associated Press reported. Gina Dominguez, a spokeswoman for Veracruz state, said 800 police officers and 300 administrative employees were fired in the city, which will now be patrolled by Mexico's navy. The terminated officers can apply for positions in the state police force, but they must adhere to stricter standards in a force with officers "who are better trained and more committed and who can deliver under our current security circumstances," she said. Veracruz Gov. Javier Duarte and Mexican Interior Minister Alejandro Poire ordered the move. On Wednesday, armed marines stood guard at the city's police headquarters and navy helicopters circled over the city that was the site of the dumping of 35 bodies, one of the grisliest gang attacks in the country's drug war. Mexico's army has previously taken over police operations in other cities, including Ciudad Juárez and the state of Tamaulipas. The navy will be used for law enforcement in the city only until the state is able to train more police officers. The administration of President Felipe Calderón has allocated \$331 million to train and provide equipment to 200 cities. Calderón has pushed for more stringent vetting of the country's 460,000 police officers. Veracruz is along a main route for drug trafficking and migrants coming from points south. The Gulf Cartel had dominated the city, but the former armed wing of the cartel, the Zetas, took control after splitting from the drug gang. Veracruz state also saw an increase in violence after drug traffickers were pushed there after a crackdown in neighboring Tamaulipas.

Economic News

Presidents, Finance Ministers Eye Protectionism at Mercosur Meeting

Presidents and finance ministers from South America's Mercosur trade bloc held a two-day summit beginning Monday in Montevideo to discuss ways to protect their economies from a slowdown in the global economy, Dow Jones reported. Argentine and Brazilian officials have recently voiced concerns that Asian companies may try to flood Latin America with cheap manufactured products in an effort to counter weak demand in the United States and Europe. On Monday, Brazilian Finance Minister Guido Mantega said Brazil and Argentina are seeking to broaden the types of goods that are subject to the common tariff that Mercosur imposes on imports that come from outside the trade bloc. Mercosur must boost its efforts "to defend the Latin American markets from this invasion of goods," Mantega told reporters in the Uruguayan capital after a meeting of central bankers and economy ministers. Brazil wants to increase the number of products subject to a 35-percent import tariff, said Mantega. Among the products being considered for higher tariffs are capital goods, chemicals and textiles, he said. Protectionist measures often cause friction within Mercosur. Industrial producers in Brazil and Argentina protested their



Mantega

File Photo: Brazilian Government.

nations' imposition of nonautomatic import licenses on several goods trades between the countries. In addition, businessmen in Uruguay have complained that Argentina is blocking imports from the neighboring country. South America escaped the worst of the 2008-09 global financial crisis due to strength of its bank-

ing systems, solid public finances and a short-lived decline in commodities prices. The region's economic footing during the crisis allowed governments to use countercyclical spending in order to boost their economies. However, Latin America's economic strength could decrease if economic slowdowns in the United States and Europe curb demand for raw materials from Latin America. Mercosur will work to bolster credit institutions working in the region, including the CAF regional development bank and the Inter-American Development Bank, said Mantega. During the gathering in Montevideo, Mercosur members also discussed Venezuela's stalled bid to join the bloc, which is favored by many of the group's foreign ministers. Venezuela has sought to join since 2006, but Paraguayan legislators

Mercosur will work to bolster credit institutions in the region, including the CAF regional development bank and the Inter-American Development Bank.

have refused to ratify the Andean country's membership amid arguments from some Paraguayan lawmakers that Venezuelan President Hugo Chávez lacks the democratic credentials to be part of the grouping.

Brazil to Exceed Upper Limit of Inflation Target: Survey

For the first time in eight years, Brazil's inflation rate will exceed the upper limit of the central bank's target this year, according to a survey that the bank released Monday, Bloomberg News reported. The median forecast in the survey of about 100 economists was for consumer prices to rise 6.52 percent this year. The central bank has targeted inflation for this year at 2.5 percent to 6.5 percent. The median forecast in the central bank survey a week earlier was for inflation in 2011 at 6.5 percent. The central bank, led by Alexandre Tombini, last month lowered its benchmark interest rate for the third

consecutive meeting, to 11 percent. The bank took the action in an effort to boost economic growth despite concerns about inflation. "It's very bad news for the cen-



Tombini

File Photo: Brazilian Government.

tral bank," Marília Taveira, chief economist at **Icatu Vanguarda Administração**, told Bloomberg News in a phone interview. "We've seen a strong will by the government to make the economy grow. Obviously that will generate inflationary pressure." The administration of President Dilma Rousseff has targeted growth of 5 percent next year and has cut taxes on consumer goods and foreign capital. Her government also has relaxed curbs on the expansion of credit. The survey released Monday also shows that Tombini will not be able to meet the central bank's goal of reducing inflation to the midpoint of its targeted range, 4.5 percent. For next year, economists are expecting Latin America's largest economy to record inflation of 5.39 percent, a slower rate than the previous forecast of 5.42 percent. For the first two weeks of December, personal expenses and clothing experienced the largest price increases in São Paulo, according to the FIPE economic research institute's price index.

Chile Cuts Economic Growth, Inflation Forecasts for 2012

Chile's central bank on Tuesday cut its 2012 growth forecast and lowered its inflation outlook, Reuters reported. The bank now sees the economy expanding between 3.75 percent and 4.75 percent in 2012, compared with a previous outlook for growth of 4.25 percent to 5.25 percent. The bank expects headline inflation to moderate from 3 percent in 2011 to a below-target 2.7 percent by the end of 2012.

POLITICAL & ECONOMIC BRIEFS

Latin America and the Caribbean to Grow 3.7 Percent in 2012

After hitting 4.3 percent growth in 2011, Latin America and the Caribbean are expected to grow 3.7 percent in 2012 on expectations of volatility in the global markets, according to a report published by the U.N. Economic Commission for Latin America and the Caribbean. In 2011, the gains were unevenly distributed, with South American countries rising by 4.6 percent, Central America by 4.1 percent and the Caribbean by 0.7 percent.

Obama Criticizes Venezuela's Record on Human Rights

In comments published Monday, U.S. President Barack Obama told a Venezuelan newspaper that he is concerned about the South American country's record on human rights and its relations with Iran and Cuba, the Associated Press reported. In written comments to *El Universal*, Obama expressed concern "about the government's actions, which have restricted the universal rights of the Venezuelan people, threatened basic democratic values and failed to contribute to the security in the region." Venezuelan President Hugo Chávez responded by calling Obama "a clown" and saying he should focus on governing his own country.

Peru's Agricultural Exports to Total \$4 Billion This Year

Peru's agricultural exports are expected to reach \$4 billion in 2011, state news agency Andina reported, citing the General Directorate for Agrarian Competitiveness (DGCA). The estimate is based on the \$3.6 billion in agricultural exports for the first 10 months of the year and expectations of strong results in November and December.

Featured Q&A*Continued from page 3*

lenge for the Ecuadorean government continues to be how to significantly increase production from its sizeable proven reserve base (6-7 billion barrels) under the nationalistic service fee scheme. A valid benchmark is Colombia, with one third of Ecuador's crude oil reserve base, which will top 1,000,000 bopd in 2012, thanks to high private investment prompted by very competitive and stable private contract terms."

A **Mario Alejandro Flor, partner at Bustamante & Bustamante in Quito:** "In the last two years, Ecuador has introduced legislative reforms offering the petroleum industry a new legal framework for carrying out investments in the sector. The most recent amendments in 2010 prompted various oil companies already in Ecuador to renegotiate their contracts, while others decided to leave the country. With the new legislation in place, service contracts seem to be the preferred type of contract. Under service contracts, the state bears the risk of exploration and the investor obtains a steady income without substantial opportunity for upside in the event of an increase in the price of oil. The entire production of the contract area is owned by the state and the contractor is entitled to a fee per net crude oil barrel produced. As a result, the Ecuadorean government's revenue from oil-product exports in 2011 increased dramatically. The changes governing Ecuador's

hydrocarbons sector may not very encouraging for certain investors. However it should be borne in mind that since discovering commercial crude oil, Ecuador has struggled to develop it and has always turned to international investors to realize the potential of its oil reserves, therefore opportunities for

“Ecuador has ... always turned to international investors to realize the potential of its oil reserves.”

— *Mario Alejandro Flor*

investment in Ecuador are likely to continue and grow. After the renegotiation of 2010, Ecuador has managed the new services contracts in good terms, and in the upcoming year, I believe, the Ecuadorean government will improve private companies' performance as well as offer new areas to investors, all with the purpose of increasing reserves and production."

The Advisor welcomes reactions to the Q&A above. Readers can write editor Gene Kuleta at gkuleta@thedialogue.org with comments.

Q&A Index

A review of the Featured Q&As in the Energy Advisor in December.

December 2 What Strategies Are Guiding Chinese Investment in Brazil?

December 9 What's Holding Back Clean Energy Lending in Central America?

December 16 Will Colombia and Venezuela Collaborate on Energy Issues?

December 23 What is the Outlook for Ecuadorean Oil Production?

Subscribers may pose questions to the Board of Advisors for the Featured Q&A by contacting editor Gene Kuleta at gkuleta@thedialogue.org.

Latin America Energy Advisor

is published every week by the Inter-American Dialogue, Copyright © 2011

Erik Brand

General Manager, Publishing
ebrand@thedialogue.org

Gene Kuleta

Editor
gkuleta@thedialogue.org

Rachel Sadon

Reporter, Assistant Editor
rsadon@thedialogue.org

Inter-American Dialogue

Michael Shifter, President

Peter Hakim, President Emeritus

Katherine Anderson, V.P., Finance & Administration

Genaro Arriagada, Nonresident Senior Fellow

Sergio Bitar, Nonresident Senior Fellow

Joan Caivano, Director, Special Projects

Paul Isbell, Visiting Senior Fellow

Claudio Loser, Senior Fellow

Nora Lustig, Senior Fellow

Margaret Myers, Director,
China and Latin America Program

Manuel Orozco, Director, Remittances
and Development Program

Tamara Ortega Goodspeed, Senior
Associate, Education

Marifeli Pérez-Stable, Senior Fellow

Jeffrey Puryear, Vice President, Social Policy

Viron Vaky, Senior Fellow

Subscription Inquiries are welcomed at
freetrial@thedialogue.org

Latin America Energy Advisor is published weekly, with the exception of some major US holidays, by the Inter-American Dialogue 1211 Connecticut Avenue, Suite 510 Washington, DC 20036
Phone: 202-822-9002 Fax: 202-822-9553
www.thedialogue.org ISSN 2163-7962

The opinions expressed by the members of the Board of Advisors and by guest commentators do not necessarily represent those of the publisher. The analysis is the sole view of each Advisor and does not necessarily represent the views of their respective employers or firms. The information in this report has been obtained from reliable sources, but neither its accuracy and completeness, nor the opinions based thereon, are guaranteed. If you have any questions relating to the contents of this publication, contact the editorial offices of the Inter-American Dialogue. Contents of this report may not be reproduced, stored in a retrieval system, or transmitted without prior written permission from the publisher.