

Implementation Agenda based on Consensus (AIC) 2005-2010

Current Status

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AIC – A General Characterization

By the end of 2004, IIRSA worked out a strategy to take concrete actions toward the implementation of physical integration projects in the region, while the twelve member countries and the multilateral agencies involved assumed the commitment to execute priority infrastructure projects (Implementation Agenda based on Consensus - AIC) in a five-year term.



AIC – A General Characterization





AIC – A General Characterization

- The Agenda comprises 31 projects selected with the consensus of the 12 South American member countries and given priority as they were deemed crucial for the physical integration of the region.
- The Implementation Agenda results from the Indicative Territorial Planning Process developed within IIRSA's framework and under the political agreements reached by the twelve countries during the III Summit of South American Presidents (Cusco, Peru, December 2004)



AIC – A General Characterization

- According to the information gathered by the countries, AIC involves investments, both private and public, that will amount to US\$ 6,403.6 million:

7 projects in the MERCOSUR-Chile Hub	US\$ 2,896.0
2 projects in the Capricorn Hub	US\$ 65.0
7 projects in the Central Interoceanic Hub	US\$ 921.7
3 projects in the Andean Hub	US\$ 117.5
4 projects in the Amazon Hub	US\$ 1,215.2
2 projects in the Peru-Brazil-Bolivia Hub	US\$ 1,067.0
4 projects in the Guianese Shield Hub	US\$ 119.0
2 projects in multisectoral processes	US\$ 2.2
	US\$ 6,403.6



AIC – A General Characterization

N°	PROJECTS	HUB	MILLIONS OF US\$	COUNTRIES
1	Duplication of Route 14	MERCOSUR-Chile	370.00	AR (BR)
2	Remodeling of the Rio Branco-Montevideo-Colonia-Nueva Palmira Corridor	MERCOSUR-Chile	176.80	UY (AR-BR)
3	Building of the Jaguarão-Rio Branco International Bridge	MERCOSUR-Chile	12.00	BR-UY
4	Duplication of the Palhoça-Osorio Leg (Rodovia Mercosur)	MERCOSUR-Chile	800.00	BR (AR-UY)
5	Los Andes-Mendoza Railway Project	MERCOSUR-Chile	251.00	AR-CH
6	International Route 60 CH (Valparaíso-Los Andes Leg)	MERCOSUR-Chile	286.00	CH (AR)
7	Northeast Argentina Gas Pipeline	MERCOSUR-Chile	1 billion	AR (BO)
8	Building of the Salvador Mazza-Yacuiba Binational Bridge	Capricorn	10.00	AR-BO
9	Presidente Franco-Porto Meira New Bridge and Border Center	Capricorn	55.00	PY-BR
10	Building of the Pailón-San José-Puerto Suárez Road	Central Interoceanic	435.30	BO (BR-CH-PE)
11	São Paulo Railway Ring (North and South)	Central Interoceanic	300.00	BR
12	Infante Rivarola-Cañada Oruro Border Crossing	Central Interoceanic	1.20	BO-PY
13	Building of the Cañada Oruro-Villamontes-Tarija-Estación Abaroa Road (First Stage)	Central Interoceanic	60.00	BO (PY)
14	Toledo-Pisiga Road	Central Interoceanic	76.00	BO (CH)
15	Rehabilitation of the Iquique-Colchane Road	Central Interoceanic	19.20	CH (BO)
16	Rehabilitation of the El Sillar Leg	Central Interoceanic	30.00	BO (BR-CH-PE)
Subtotal			3,882.50	



In the preparation stage



Under bidding or concession process



Under execution



N°	PROJECTS	HUB	MILLIONS OF US\$	COUNTRIES
17	Desaguadero Border Center	Andean	7.50	BO-PE
18	Cúcuta-San Antonio del Táchira Border Crossing	Andean	2.00	CO-VE
19	Recovering of Meta River Navigability in Colombian territory	Andean	108.00	CO-VE
20	Pasto-Mocoa Road	Amazon	183.00	CO
21	Paita-Tarapoto-Yurimaguas Road, Ports and Logistic Centers	Amazon	338.00	PE (BR)
22	Lima-Tingo María-Pucallpa Road, Ports and Logistic Centers	Amazon	589.00	PE (BR)
23	Francisco de Orellana Port	Amazon	105.30	EC
24	Paving of the Iñapari-Puerto Maldonado-Inambari, Inambari-Juliaca/Inambari-Cusco Leg	Peru-Brazil-Bolivia	1,055.00	PE (BR)
25	Bridge over the Acre River	Peru-Brazil-Bolivia	12.00	BR-PE
26	Boa Vista-Bonfim-Lethem-Georgetown Highway (First Stage: Studies)	Guianese Shield	3.30	GY-BR
27	Bridge over the Takutu River	Guianese Shield	10.00	GY-BR
28	Venezuela (Ciudad Guayana)-Guyana (Georgetown)-Suriname (Paramaribo) Highway (First Stage)	Guianese Shield	0.80	VE-GY-SU
29	Improvements in Nieuw Nickerie-Paramaribo-Albina Leg and International Bridge over the Marowijne River	Guianese Shield	105.00	SU-GY
30	Exports through Postal Services for SMEs	ICTs	1.20	All of them
31	Implementation of a Roaming Agreement in South America	ICTs	1.00	All of them
Subtotal			2.521,10	
TOTAL			6.403,60	



AIC – A General Characterization

Sectoral Breakdown

85%

SECTOR	SUBSECTOR	No. OF PROJECTS	ESTIMATED INVESTMENT (million US\$)
Transportation	Road	16	4,629.4
	Bridges	6	102.3
	Border Passes	3	10.70
	Railway	2	551.0
	River	1	108.0
Energy	Gas Pipe	1	1,000.0
Multilateral/ Communications	More than one	2	2.2
TOTAL		31	6,403.6



AIC – A General Characterization

Project Typology

FUNDING	No. OF PROJECTS
1- Integration at the national level	16
2- Integration at the binational level	12
3- Integration at the trinational level	1
4- Multilateral	2



AIC – A General Characterization

Project Typology

FUNDING	No. OF PROJECTS
1- PUBLIC	20
Budget allocation	4
External funding	16
2- PUBLIC-PRIVATE	11
Private	2
Mixed	9



Information System for Strategic Management (SIGE)

The Information System for Strategic Management was developed and implemented in 2005. It was specifically designed to provide support to the follow-up, monitoring and management of 31 AIC projects with a view to their execution.

Goals:

- Create a management-intensive environment for AIC projects through an online tool to mobilize expertise, decision capabilities as well as financial and technological resources
- Identify different degrees of progress as well as any shortcoming in order to fulfill critical tasks, with a view to encouraging relevant authorities to *make decisions*.



Information System for Strategic Management (SIGE) Tasks Fulfilled

In 2006, the strengthening and improvement of SIGE was prioritized, for which purpose 11 technical missions were sent to the countries during the first semester.



Information System for Strategic Management (SIGE) Tasks Fulfilled

The missions pursued the following key objectives:

- Create a network and a project management-intensive environment that should be result-oriented.
- Revise and improve the Information System for future project monitoring purposes.
- Assist countries with training in the use and applications of SIGE.



Information System for Strategic Management (SIGE) Achievements

- Crucial information for the future monitoring of projects has been completed and updated, enhancing in particular its quality as to the identification and scheduling of critical tasks as well as the general status of projects.
- Progress has been made in the identification and management of restrictions: out of 31 projects only 4 are still pending.
- A network has been created, i.e. the technical staff (National Coordinator + project manager) and contacts for team work (Technical Coordinating Committee – countries) have been identified with a view to the decision-making process.
- 43 Project managers have been trained.



AIC – Current Status

As of June 2006, this is the current status of all AIC projects:

STATUS	No. OF PROJECTS
Under execution – construction	10
Bids have been called or are about to be called	5
Under analysis	16
TOTAL	31



AIC – Current Status

Projects under Execution

- 1) Bridge over the Acre River (concluded)
- 2) Paita-Tarapoto-Yurimaguas road, ports and logistics centers
- 3) Paílón-San José-Puerto Suárez road building
- 4) Toledo-Pisiga Road
- 5) Remodeling the Iquique-Colchane road
- 6) Remodeling of Rio Branco-Montevideo-Colonia-Nueva Palmira corridor
- 7) International Highway 60CH (Valparaíso-Los Andes Sector)
- 8) Paving of Iñapari-Puerto Maldonado-Inambari, Inambari-Juliaca/
Inambari-Cusco
- 9) Duplication of the Palhoça-Osorio leg (Rodovía Mercosur)
- 10) Bridge over the Takutu river



AIC – Current Status

Projects for which bids have been called or are about to be called

- 1) Lima-Tingo María-Pucallpa road, ports and logistics centers
- 2) Recovering of Meta River Navigability in Colombian territory
- 3) Cañada Oruro-Villamontes-Tarija-Estación Abaroa road construction (1st stage)
- 4) Duplication of Road 14 between Paso de los Libres and Gualeguaychú
- 5) Los Andes-Mendoza railway project



AIC – Current Status

Projects under Analysis

STATUS	No. OF PROJECTS	PROJECTS
Pre-feasibility	8	Francisco de Orellana Port; Presidente Franco-Porto Meira Bridge; Venezuela-Guyana-Suriname road (TDR); Nieuw Nickerie-Albina; São Paulo railway ring; Infante Rivarola-Cañada Oruro border pass; bridge over Jaguarão-Branco river; Argentine North-East gas pipe.
Feasibility	5	Pasto-Mocoa road; Boa Vista-Georgetown road; Remodeling of El Sillar; Desaguadero border pass (design); Salvador Mazza-Yacuiba bridge
Sectoral-Harmonization	3	Cúcuta-San Antonio border pass; Roaming; Postal services



AIC – Current Status

After having monitored AIC projects during the first semester, the following classification can be made:

- Projects being executed: mission-critical tasks completed or on schedule; adequate financial and institutional management.
- Delayed projects: some mission-critical tasks behind schedule and/or with financial, institutional or project-specific limitations that may cause delays.
- Projects with restrictions: either sectoral, national or multilateral-specific situations have been identified, preventing mission-critical tasks from being fulfilled or creating some uncertainty as to their execution.



AIC – Current Status

Based on that classification, the following qualitative criterion can be applied to the strategic management of AIC projects:

STATUS	No. OF PROJECTS
Projects under execution	24
Delayed projects	6
Projects with restrictions (inactive)	1



AIC – Current Status

Delayed Projects

- 1) Building of the Salvador Mazza-Yacuiba binational bridge
- 2) Venezuela (Guayana city)-Guyana (Georgetown)-Suriname (Paramaribo) road
- 3) Toledo-Pisiga road
- 4) Cañada Oruro-Villamontes-Tarija-Estación Abaroa road construction (1st stage)
- 5) Desaguadero border center
- 6) Argentine North-East gas pipe
- 7) Los Andes-Mendoza railway project

Projects with restrictions (inactive)

- 1) São Paulo railway ring



AIC – A Strategy for Future Actions

In order to attain the goals laid down in Action Plan 2006, four basic courses of action are proposed for the second semester:

- 1) Intensive monitoring of AIC projects
- 2) Enhancement of SIGE
- 3) A Workshop on Intensive Project Management
- 4) Outreach activities to promote AIC among countries' authorities



AIC – A Strategy for Future Actions

1. Intensive Monitoring of AIC Projects

- National Coordinators (CN) will assume a key role in promoting progress regarding the overcoming of critical tasks and/or restriction management, jointly with project managers and the support of the Technical Coordination Committee (CCT).
- To support this process, the CCT will appoint people to assume the responsibility for the projects in each institution (to work with the CN).
- An agenda will be drawn that should provide for regular contacts with National Coordinations and Managers to survey current status of projects, their implementation stages, tasks performed, etc.



AIC – A Strategy for Future Actions

Intensive Monitoring of AIC Projects

- Some operational and methodological aspects of SIGE are to be reviewed (for example, alternation of binational project managers, translation, application of restriction management, etc.) to enhance its use as a tool for decision making.
- A (still pending) Technical Mission to Bolivia is proposed to gather further information on related AIC projects and commit the country's new authorities to IIRSA.

Requirements:

Permanent support from National Coordinations and Project Managers to this course of action, in order to create a project management-intensive environment.



AIC – A Strategy for Future Actions

2. Enhancement of SIGE

Goals:

- Enhance and complete certain functions to confer more flexibility and efficiency to this technical support tool.
- Improve online mechanisms to ensure better communication among parties involved.



AIC – A Strategy for Future Actions

Enhancement of SIGE

Preliminary aspects identified:

- Incorporate initial project classifications (per country, per sector, per order in AIC).
- Translate the missing fields into English and Portuguese.
- Divide physical goals – critical tasks per project (in the case of a group of projects).
- Provide online (operational, methodological, other) assistance.



AIC – A Strategy for Future Actions

3. Workshop on Intensive Project Management

Goals:

- Foster the exchange of experiences among representatives of IIRSA member countries and experts in the strategic and result-oriented management of projects.
- *Promote training of IIRSA National Coordinators and AIC Project Managers* in intensive project management.
- Evaluate the implementation of the *Information System for Strategic Project Management (SIGE)*, with special attention on managing restrictions and further execution of the 31 AIC projects.



AIC – A Strategy for Future Actions

3. Workshop on Intensive Project Management

Targeted to: National Coordinations + AIC Project Managers

Participants: Consultants, IDB, CAF, FONPLATA, BNDES.

Date and venue: Rio de Janeiro, August 9-10, 2006



AIC – A Strategy for Future Actions

4. Outreach activities to promote AIC among countries' authorities

Goals:

- Communicate the status of AIC projects to authorities in the Ministries of Economy, Finance, Planning, etc.
- Identify limitations in the projects prioritized by countries in order to decide courses of action to overcome obstacles to their execution.



AIC – A Strategy for Future Actions

4. Outreach activities to promote AIC among countries' authorities

CCT – CN Proposal:

- Draft work document(s) specifying AIC projects' major aspects, current status, critical tasks, restrictions, and identifying any action that should be required at the national level to overcome any obstacle to their execution.
- Create online AIC “information templates”.



AIC

Challenges Ahead

- Strengthen commitments to execute IIRSA integration projects in a regional context characterized by political and institutional changes.
- Reinforce the management-intensive environment in countries and CCT.
- Encourage a progressive change in the monitoring and follow-up of projects so that they become result-oriented and ensure a short-term execution.
- Make a more extensive use of SIGE as an adequate *support tool for decision making and overcoming critical tasks*.
- Coordinate actions of stakeholders to identify concrete obstacles to project execution as well as their solution.



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