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Integration Territorial Programs – PTIs

Conceptual Guidelines for their Design

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Executive Summary

This document, drafted with the cooperation of IIRSA National Coordinators, is intended to offer a series of elements for preparing a simple and objective proposed guide for the countries to use in designing PTIs, while keeping their formal presentation and, in particular, their content organization as standardized as possible.

The topics discussed are structured into the following sections:

1. The PTI concept, which presents the PTI features and strategic objectives;
2. Planning tools developed within the framework of IIRSA, which focuses on the aspects of the analytical methodologies of production integration potential and social and environmental evaluation that may be used in creating a PTI;
3. Identification of problems, difficulties and opportunities that might be addressed through public policy actions forming part of a PTI, which shows how the results of applying IIRSA methodologies may cast light on to the process for determining the actions of a PTI;
4. Area of influence of an API project and area of action of a PTI, which underlines how carefully an area of action of a PTI should be defined to ensure adequate dimension and complexity in order to facilitate the attainment of results through the Program;
5. Organizing the management and development of PTI actions, concerned with the need for agreement between the different government levels and the possible alliances with other agents operating in the territory to design and execute the actions of the PTI;
6. Time frames for designing PTI actions and obtaining the expected results, which states the importance of obtaining results from PTI actions on a timely manner and the scheduling required for this purpose;
7. Monitoring the development of PTIs, the focus of which lies in the need to initially create a simple monitoring system, with the capacity for periodically producing reports about the operations of the PTI.

The last section of the document offers a summary of the main steps required to structure a PTI and presents a basic formal structure to be used in presenting the PTI for discussion and outreach purposes.

Five annexes, providing details on the topics presented in the text, are also included.

Introduction

One of the specific objectives of the COSIPLAN, as detailed in its Strategic Action Plan (PAE),[1] is to design regional planning strategies for infrastructure development. One of the concrete actions to fulfill this objective is to define a methodology for the creation of Integration Territorial Programs (PTIs) that complement the projects included in the Integration Priority Project Agenda (API).

This document, drafted with the cooperation of IIRSA National Coordinators, is intended to offer a series of elements for preparing a simple and objective proposed guide for the countries to use in designing PTIs, while keeping their formal presentation and, in particular, their content organization as standardized as possible.

Background

As mentioned, the PAE provides for the definition of a methodology and the creation of PTIs that supplement the API projects with territorial planning and regulatory issues. Infrastructure, the adequate normative regulation of services and the management of the territory will form, as a whole, an action program aimed at regional integration and development.

The API document,[2] approved by the COSIPLAN Ministers in November 2011, provides a deeper analysis of the PTI concept: "The Agenda recognizes the need to make headway with other aspects of the territorial planning process for the purpose of enhancing the environmental management of the territory, adding production integration and logistics components, harmonizing regulatory and legal aspects, and improving the local impact of infrastructure. To this end, the new concept of Integration Territorial Programs (PTIs) is introduced, which consists in identifying and implementing actions that supplement the API projects with territorial planning and regulatory issues. The technical studies and methodological tools developed by IIRSA will serve as a reference in designing these programs."

In order to move forward in this field, under IIRSA Work Plan for 2012 and 2013 tasks were initiated to define the general guidelines for the development and subsequent application of PTIs to API projects. For this purpose, two API projects were selected as case studies to draft this proposal (Agua Negra Binational Tunnel, and Montevideo - Cacequi Railway Corridor). The technical teams of the countries involved contributed information on the specific projects and their views on what kind of actions might be considered when designing the PTIs, which were taken into account in drafting this document. These two case studies were presented and discussed at the GTE meeting on Integration Territorial Programs held on April 9, 2013, in Buenos Aires.[3]

The document focuses on the topics listed below, which should necessarily be considered in defining and structuring a PTI. Thus, the following sections discuss each of these topics to pinpoint the features, possibilities or conditions that should be observed in the PTI design process.

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[1] Strategic Action Plan 2012-2022 (PAE), COSIPLAN, November 2011.
[2] Integration Priority Project Agenda (API), COSIPLAN, November 2011.
[3] The presentations on these projects are contained, respectively, in Annexes 4 and 5 of the GTE meeting at http://www.iirsa.org/Event/Detail?Id=216

1. The PTI concept (its features and the definition of its strategic objective);
2. Planning tools developed within the framework of IIRSA that may be used in creating a PTI;
3. Identification of problems, difficulties and opportunities that might be addressed through public policy actions forming part of a PTI;
4. Area of influence of an API project and area of action of a PTI;
5. Organizing the management and development of PTI actions;
6. Time frames for designing PTI actions and obtaining the expected results;
7. Monitoring the development of PTIs.

The last section of the document offers a summary of the main steps required to structure a PTI and presents a basic formal structure to be used in presenting the PTI for discussion and outreach purposes.

1. The PTI Concept

The PTI concept proposed in this document is that of a program made up of a set of actions identified as complementary to the API projects and intended to enhance the positive effects derived from the implementation or improvement of infrastructure as well as to mitigate or minimize any obstacle to the full exploitation of the benefits of such projects. PTIs are thus complementary to the API projects as their areas of influence and the impacts taken into account exceed those included in the standard evaluation of the latter. Most of the effects considered are environmental externalities and social and economic impacts. It is important to note that an essential feature of PTIs lies in the fact that they are action and result oriented, which means that they are made up of sub-actions or projects, as explained further on.[4]

If taken individually, each action that makes up a PTI may address a different issue, pursue a different objective, and be developed along a different time frame. However, all actions are expected to converge into a single, clearly defined general objective. In other words, when selecting the actions to create the PTI, efforts should be made not to gather a collection of small, independent, and partial projects, but a series of articulated actions aimed at the strategic objective pursued with the PTI concerned.

In this regard, it is important to stress that strategic functions were defined for each Project Group (PG) in order to clearly indicate the key functions expected to be attained with the set of projects that make up each PG. Such strategic functions, including any adaptation required, are also applied to the API projects (particularly if they constitute an anchor project within a PG) as well as to PTIs. A strategic function is what links, unites, or puts together the projects that complement the API project and the other actions undertaken within the framework of the PTI.

It should also be borne in mind that the selection of the thirty-one API projects was made on the basis of four criteria. The fourth criterion introduces the concept of Integration Territorial Programs in recognition of the need to identify any action complementary to the implementation of the infrastructure involved in the API projects that may so require it. A considerable number of countries identified, usually in broad terms, such possible complementary actions that might be attached to the API projects. These actions, listed in Annex 1, may also be used to indicate the overall strategic significance of a PTI.

2. Territorial Planning Tools and Methodologies

In order to structure an action program with the features desired for a PTI, it can be useful to resort to two analytical tools developed and applied within the framework of IIRSA and, therefore, widely known by the South American countries.

[4] This definition is based on a simple hierarchy of the "plan – program – project" planning concept. An (indicative, strategic) plan contains general guidelines that indicate the principles and purposes behind the actions chosen to attain certain goals. Programs derive from a plan. A program contains more accurately designed actions and measures, which have to be implemented in order to carry out the plan. Projects are of an executive nature, and include who their executors are as well as how, when, where and with what elements they are to take action.

Production Integration and Logistics (IPrLg) Methodology

This methodology organized the steps and activities required to evaluate in what manner and to what extent a stronger physical integration among the countries may improve their production integration and, as a consequence of a greater movement of goods, may lead to the development of logistics in the area of influence of IIRSA Project Groups.

Strategic Environmental and Social Evaluation (EASE) Methodology

The EASE methodology was based on the identification of the major strategic environmental and social factors that can become either limiting, restrictive, risk factors or potentialities and opportunities to achieve the sustainable development of the territory influenced by IIRSA Project Groups. It is a planning methodology for the management of the areas of influence of the Project Groups.

Two features of this methodology may be of more immediate interest to the PTI design process. The first one is that EASE resorts to the concurrent planning concept, according to which it is possible to analyze how development plans, programs, and actions defined at different public administration levels are or can be effectively applied in the territory. Viewed from another perspective, plans and programs may be in place, but when applied to the territory, coordination among the different actions involved in them may fail. If these actions are better coordinated when implemented, the resulting public action could be more efficient. This is why it is necessary to analyze how development plans, programs, and actions defined by the national governments could be incorporated into the area of action of a PTI and more effectively combined in a specific territory.

The other feature is that EASE emphasizes the importance and advantages of mobilizing the local forces present in the territories with the purpose of making the most of the Project Groups in terms of local development. Public action at the local level may increase its effectiveness when local institutions participate appropriately in the implementation of the actions and, where possible, when they are engaged in the very process of defining such actions. Indeed, participation is the true essence of territorial planning, which is based on the principle of enhancing regional potential. Annex 3 summarizes the objectives, components, and phases involved in the application of this methodology.

3. Identification of Problems, Difficulties and Opportunities that Might be Addressed through PTI Actions

Given the multiplicity of situations and different economic, social, and environmental realities in the areas of influence of the API projects, it would be evidently impossible to include in this document a list of examples of all the problems and difficulties that might call for actions by the countries and, therefore, form part of a PTI. However, the assessment of a portion of the results of applying the methodology for the analysis of the potential for production integration shows how the strengthening of production integration processes may be negatively affected by the presence of problems, obstacles and difficulties, the elimination or mitigation of which may be the goal of a PTI. Furthermore, the results of an application of the EASE methodology show a set of

environmental and social actions that serve as good examples of some types of actions that may be considered for a PTI. These experiences provide us with input to offer some suggestions.

The Results of Applying the IPrLg Methodology

When evaluating its analyses of the potential for production integration, IIRSA referred to the problems that need to be addressed, in addition to infrastructure improvements, for the areas of influence of the Project Groups to develop: "Infrastructure is only a means that, important though it may be, may not by itself start or enhance the development process of any given geographical area. […] Therefore, the infrastructure-production integration relationship is not necessarily direct, but is often mediated and complicated by the presence of other factors and circumstances that interfere or will interfere with the building and furthering of integration processes, either encouraging or hindering them."[5]

In the applications of this methodology it was possible to identify, for instance, difficulties for truck traffic between two countries due to the existence in one country of restrictive regulations for the traffic of trucks with more than one trailer attached or to regulations in the other country authorizing only the traffic of trucks with national license plates; the prohibition to sell goods (or even allow them to be in transit) produced in a country that fail to meet the standards required to enter the other country (sanitary regulations laid down by the national customs authority, for example, or standards set by the buyers from the other country, such as some product conditioning, packaging, size or quality requirements); the need to have mutual recognition of technical standards in place; and problems to access the main infrastructure facilities due to the bad condition of feeder roads. In some cases, it was also possible to identify private investment opportunities to produce goods and services that might support the production integration process and reduce production and transportation costs.

Generalizing on the basis of these few simple examples, the difficulties in increasing trade, which is expected to be encouraged by the new infrastructure, may be caused by internationally recognized and required regulations that have to be met for products to be allowed to go from one country to another; by rules, standards and practices established by the buyer, with which sellers have to comply if they want to participate in the market; by product quality or packaging deficiencies that hinder or even prevent exportation; or by insufficient secondary infrastructure. These difficulties are very concrete examples of circumstances that prevent infrastructure from having a positive impact on its area of influence and that can be expected to be overcome through actions of a PTI in different areas, ranging from the implementation of secondary infrastructure to the negotiation (or acceptance by national producers) of changes in the rules, standards or practices established in a country and posing obstacles to trade.

The Results of Applying the EASE Methodology

[5] This methodology was applied to four project groups: Project Group 3 of the Capricorn Hub (Asunción - Paranaguá); Project Group 5 of the Central Interoceanic Hub (Connections of the Hub to the Pacific); Project Group 5 of the Andean Hub (Connection: Colombia - Ecuador - Peru); Project Group 4 of the MERCOSUR-Chile Hub (Coquimbo (Chile) - Argentine Central Region - Paysandú (Uruguay)). See IIRSA, "Resultados y Experiencias en la Aplicación de la Metodología de Análisis de Integración Productiva y Desarrollo de Servicios Logísticos de Valor Agregado de Proyectos IIRSA," p. 15.

The EASE methodology was applied to Project Group 2 of the Southern Hub (Binational Tourist Circuit of the Lakes Area, in southern Argentina and Chile). The general purpose of the studies conducted was to carry out an analysis and assessment of the environmental and social impacts derived from the execution of the projects within Group 2 and to propose strategies and recommendations to make the most of the opportunities and reduce the risks resulting from project execution.

A target scenario was built that reveals the expected behavior in the area of direct and indirect influence of the Binational Tourist Circuit and shows what the project is expected to achieve in terms of its social and environmental impact. Six strategic axes were organized and, for each of them, the public policy actions and measures required to attain such desired impact were identified. These six strategic axes are as follows: sustainable tourism, sustainable road infrastructure, environmental sustainability, social sustainability, territorial sustainability, and capacity building in sustainability.

The tables in Annex 4 summarize the strategic guidelines and public policy actions identified to tackle opportunities and risks in each strategic axis.

As can be observed, just like the results of applying the integration production methodology, actions in this field also involve a combination of several requirements related to standardization, recognition of international rules, development and organization of transport infrastructure, design of actions that are complementary to the development of the main activity (such as urban sanitation programs), training of staff members, and training in institutional organization for the countries to get ready for the goals ahead.

Selecting the PTI Actions

To associate this information more directly with what is of interest to us here (identification of problems, difficulties and opportunities that might be addressed through PTI actions), it is necessary to consider that, although some actions may be rather concrete, most of them are quite general, which is typical of strategic assessment study recommendations. To transform these general actions into potential PTI actions, it would be necessary to break them down into sub-actions or more specific projects to render them workable, which is a desirable goal in the design of any program. This, of course, also applies to the problems and difficulties identified in the application of the methodology for the analysis of the potential for production integration and logistics, which can lead to PTI actions.

If IIRSA National Coordinators and its teams have clearly defined the objectives as well as the actions required to attain them, they can devote themselves to developing the other stages in the PTI design. Instead, if the countries that wish to structure a PTI do not have the problems that could be addressed by PTI actions clearly defined yet, they should consider the possibility of applying the IPrLg and/or EASE methodologies in a simplified way, as will be described further on. These methodologies, as already stated, help identify the constraints, difficulties and opportunities that may arise in the area of influence of an API project with a view to eliciting elements to describe in detail the central objective of the PTI and specify its actions.

Simplification of the Methodology Application and Joint Work of the National Teams

This stage of a PTI structuring process (identification and selection of actions) making direct use of the tools available can be based on a combination of two measures: first, to simplify the process of applying the IPrLg and EASE methodologies in order to facilitate and speed up their implementation; and second, to promote the joint work of the National Coordinators and their technical teams to conduct the application of the methodologies with a view to identifying objectives and actions, and to develop other tasks deemed necessary to create a PTI. Wherever necessary, external technical assistance in support of these activities can be sought.

To come up with the best processes for fast application of these methodologies, it will be necessary to analyze the issue of their readjustment more deeply and in the light of the features of the API projects and their related PTI. However, merely as a guide, it is possible to simplify the methodology application process by focusing on the phases and techniques that are closer to the production of results. In the case of the production integration methodology, it is possible to summarize the initial stage (Phase 1: Definition and Characterization of the Area of Influence), which is relatively time demanding, and thus proceed more quickly with the identification of production complementarities by resorting to trade data from the INTAL statistical database so as to immediately focus on fieldwork and, particularly, on (i) identifying the production sectors in which it is likely to enhance trade and production integration, (ii) identifying the key stakeholders to be interviewed, and (iii) organizing a system of interviews with the public and private sectors in order to identify the possibilities for increasing trade and production integration, the difficulties to be solved, the public policy mechanisms to be used, etc. Prior to fieldwork, exploratory interviews (described in Annex 2, Stage 2) may be held in order to have an overview of the features of the production chains in the area of action of the PTI. In the case of the EASE methodology, it is possible to work initially on the hypothesis of a brief application focused specifically on Phase 3 (Consultation and Validation on the Field) and Phase 4 (Definition of Strategies and Lines of Action). See Annex 3. These brief applications of the two methodologies are expected to facilitate the identification of production complementarities addressed by the API project, point to the chances of and obstacles to their expansion, and enable the identification of any possibilities or limitations for increasing the exchange of goods as well as of the needs for and chances of carrying out social and environmental development actions in the area of action of the PTI. These results might be used to define appropriate actions complementary to the API project, which would then form part of the PTI.

To strengthen this joint work process, it will be necessary to organize National Coordinators' meetings to analyze, for example, the results of the production complementarity data; to define the production sectors to be examined; to select the relevant stakeholders; to create the interview system; and to analyze its results. This joint work will help make headway into a stage in which public officials may gradually define and specify the PTI objectives and actions, time frames and processes, and the most suitable public policies to implement.

4. Area of Influence of an API Project and Area of Action of a PTI

It is important to understand the need to define the objectives and actions of the PTI before deciding on its area of action. The reason for this is that different actions may require different geographical spaces for their application. Some PTI actions may have a typically territorial character and may be applied to more specific, limited territories with the possible participation of strategic local stakeholders, as it is desirable in any territorial program. Other actions may not be

of a territorial nature —or they can be said to be extra-territorial— and will therefore have different spatial requirements. This is the case, for example, of standards and regulations that apply in the whole national territory but have a special bearing on the specific territorial space of a PTI.

Many of the 31 API structured projects occupy large geographical areas involving, in many cases, more than two countries. If a PTI is to cover such large areas, with huge differences as far as constitution and characteristics are concerned, there is the risk of defining only very general actions in creating the program, thus rendering it helpless to improve, contrary to what is intended, the impact of infrastructure on its area of influence.

To avoid these consequences and design an efficient, less costly and more easily executable program in both the material and temporal dimensions, it will be necessary to carefully analyze the definition of the territorial area of influence of the PTI, so as to take into account the most significant local or regional problems and study what the most effective actions that can be taken in these areas are.

EASE-related Considerations on the Area of Influence

The following considerations regarding the criteria to define the area of influence, as stated in an EASE experience report, can help gain insight into this topic:

> a. Criteria to define the area of influence. This definition requires clear guidelines that can be recognized by all the team members in order to rapidly and effectively reach consensus concerning work on the area of influence. […] The area of influence should be regarded as the territory where: i) the project group is implemented; ii) the environmental and social risks and opportunities derived from the project group arise; iii) interactions are created with other initiatives or strategic decisions deemed relevant due to their synergy in the territory influenced by the project group; iv) there are particularly specific social and environmental conditions that have to be incorporated into the analysis.
>
> b. Areas of direct and indirect influence. Two areas of influence need to be defined for the methodology application purposes: a direct one, where the social and environmental risks and opportunities arise, and an indirect one, where synergies and interactions are created with other strategic initiatives influencing the direct area.[6]

The geographical area covered by a PTI may, therefore, be more reduced than the area of influence of an API project, where the territorial actions, as explained above, are undertaken (a relatively smaller area and participation of the communities of such area). Other actions deemed necessary to solve a problem that is preventing infrastructure from causing a positive impact on the area of influence may form part of a PTI, despite not being typically territorial, and may be carried out in synergy or combination with territorial actions.

[6] IIRSA. "Lecciones Aprendidas con la Aplicación de la Metodología de Evaluación Ambiental y Social con Enfoque Estratégico – EASE," p. 11.

The Importance of Cross-Border Cooperation

To define the area of influence considering more adequately the territorial character of the program, cross-border cooperation experiences in South America can be useful. In addition to indicating the actions taken (also of interest to this guide), such experiences contribute elements and connections with the API projects.

Such cases, outlined in Annex 5, present different cooperation forms in border areas, with different objectives and with the presence of different national, regional or local agencies. The study from which this information is drawn analyzes a cooperation example for each one of the five cross-border cooperation forms identified:

1. Cooperation between central governments for the development of border areas
2. Cross-border inter-municipal cooperation
3. Thematic cross-border cooperation
4. Cross-border cooperation at border crossings
5. Day-to-day inter-municipal cooperation strengthened by the national governments

5. Organizing the Management and Development of PTI Actions

A PTI may have more than one objective, and each objective may be split into a variable number of actions.

Depending on their character, public actions that make up a PTI may be undertaken by the central government, by sub-national governments, or by partnerships between the public and private sectors or between the public sector and NGOs. Thus, for example, while discussion over regulations is usually of the exclusive competence of the central government, improvements in country roads may call for the participation of regional or local governments.

On the other hand, some actions can be better designed and developed if the PTI relies on the participation of local strategic stakeholders and seeks their support to the program objectives. This is the case, for instance, of training actions targeted for farmers with the purpose of making them capable of producing their goods in compliance with quality standards or product packaging requirements, which can be more efficiently developed if alliances are forged between the public and private sectors and/or between the public sector and institutions such as agricultural cooperatives or specific NGOs operating in the territory of a PTI.

These two situations call for a broad consensus among different government levels to define and decide on the objectives and the way to address them, perform jointly and successfully, and build the necessary alliances in the territory, seeking the development of joint actions by the public sector, private entrepreneurs and other agents with an interest in the PTI.

Last but not least, it will be necessary to hold a dialogue and implement coordinating actions with the other country or countries benefitting from the API project in question in order to discuss and

define the contents of the PTI: the objectives and actions of the program that are somewhat complementary in the countries involved as well as the possible forms of cooperation among them in order to implement such actions.

6. Time Frames for Designing PTI Actions and Obtaining the Expected Results

PTIs are somehow justified by the concern of the COSIPLAN for ensuring, as fast as possible, tangible results that show the positive impact of API projects on their area of influence. Therefore, the countries need to be attentive to this; moreover, this will be necessary to structure a PTI, set it in motion, and obtain concrete results.

Designing a PTI demands taking the following initial basic steps:

- Set out objectives and actions that may rely on the application of the production integration, EASE and other methodologies;
- Define the area of territorial and extra-territorial action;
- Reach consensus among different government levels and bodies for joint action;
- Build partnerships and other forms of cooperation between the public and private sectors or NGOs;
- Reach an agreement with the other countries involved in the API project to define objectives and design actions that will be jointly carried out;
- Define the domestic and, where appropriate, international financing of the actions to be undertaken.

Even though it might not be simple to set a time frame for completing these steps as this will be contingent on the number and complexity of the events to be defined, the task can be estimated to take at least one year.

On the other hand, to establish a maximum time frame, it should be remembered that the COSIPLAN Strategic Action Plan runs from 2012 to 2022. As a PTI may have various objectives split into different actions and projects, the design of a program may involve the creation of sets of activities with an appropriate dimension in terms of number and complexity to obtain gradual results within this time frame. A procedure that might be adopted would be to create a program setting different stages, the objectives and actions of which have different time frames scheduled on the basis of the usual short-, medium- and long-term classification.

7. A Monitoring System to Support the Development of PTIs

As the API projects have a monitoring system, PTIs, which are associated with them, should rely on a similar system for the dissemination of and follow up on their development process. However, at the GTE meeting on Integration Territorial Programs held on April 9, 2013, in Buenos Aires, it was agreed that a simple monitoring system, capable of producing regular reports to be submitted to the countries, would be good enough for the time being. As PTIs grow in number, a more complex system will be required. One possibility is to take PTIs as projects and incorporate them into the API project monitoring system in force.

8. Summary: Main Steps in Designing a PTI and PTIs Formal Presentation

As already stated in the introduction and background sections above, this document, drafted with the cooperation of IIRSA National Coordinators and based on interviews with them and on their participation at the GTE meeting on Integration Territorial Programs held on April 9, 2013, in Buenos Aires, is intended to offer a series of elements deemed necessary to prepare a simple and objective guide for the countries to use in designing PTIs, while keeping their formal presentation and, in particular, their content organization as standardized as possible.

With the elements analyzed, designing a PTI demands taking the following basic steps:

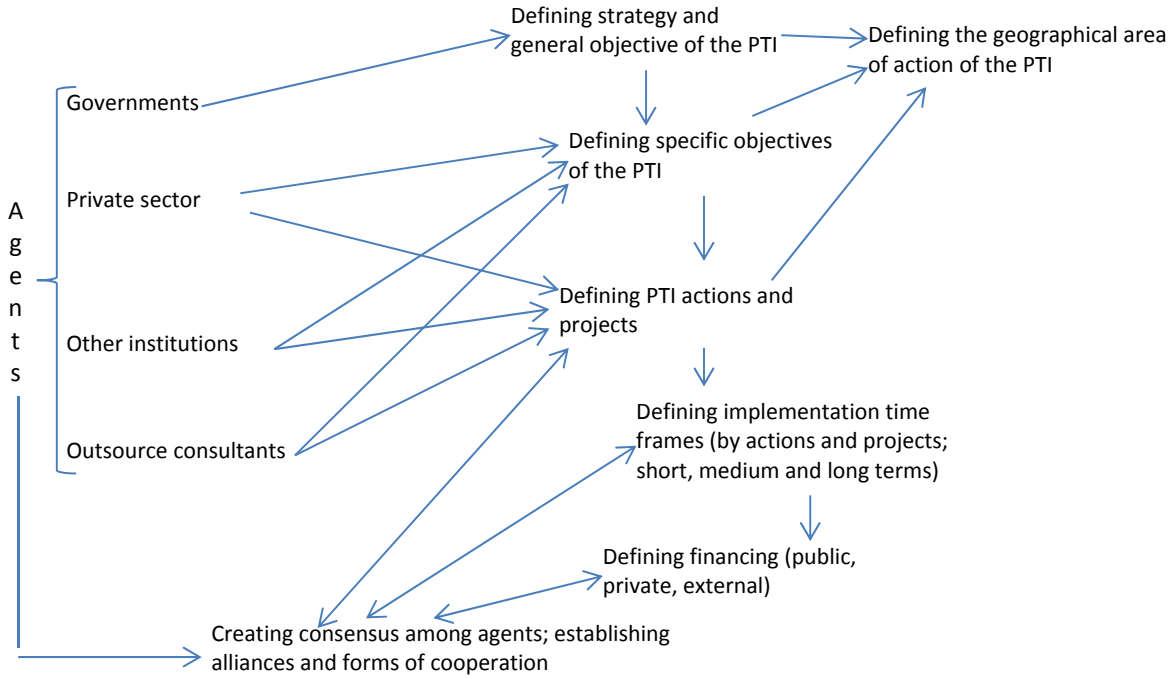
- Define the strategy guiding the PTI actions;
- Set out objectives and actions (which may rely on the application of the production integration and EASE methodologies in a simplified version);
- Define the area of action of the PTI;
- Reach consensus among different government levels and bodies for joint action;
- Build partnerships and other forms of cooperation between the public and private sectors or NGOs to work jointly, if so required;
- Reach agreement with the other countries involved in the API project to define objectives and design actions that will be jointly carried out, and establish the forms of cooperation;
- Set the implementation time frames for the actions to be carried out;
- Define the domestic and, where appropriate, international financing of the actions to be undertaken.

These steps are schematically represented in the diagram below, which shows, in general terms, the interaction among the different participants in the process of defining the steps and contents that will make up the PTI.

PTIs should be organized using the following structure of their components to ensure uniformity of presentation, thus contributing to the discussion and dissemination of their content:

- Strategy, general objective, and specific objectives of the PTI
- Actions and projects that make up the PTI
- Public, private and other participants in the implementation of the PTI
- Area of action of the PTI
- Implementation time frames for the different projects and actions
- Financing

Sequence of the Main Steps in Designing a PTI



Annex 1 – Actions Complementary to the API Projects – Declaration of the Countries

#	HUB	NAME OF API PROJECT	COMPLEMENTARY ACTIONS	OBSERVATIONS
1	**AMA**	PAITA - TARAPOTO - YURIMAGUAS ROAD, PORTS, LOGISTICS CENTERS AND WATERWAYS	REQUIRED	Implementation of complementary actions to improve traffic at border crossings, harmonize regulations (related to the flow of vehicles, vessels, goods and people), address health-related issues, and preserve the environment. Specialized institutions from both countries are in continuous contact to discuss these topics.
2	**AMA**	CALLAO - LA OROYA - PUCALLPA ROAD, PORTS, LOGISTICS CENTERS AND WATERWAYS	REQUIRED	Implementation of complementary actions to improve traffic at border crossings, harmonize regulations (related to the flow of vehicles, vessels, goods and people), address health-related issues, and preserve the environment. Specialized institutions from both countries are in continuous contact to discuss these topics.
3	**AMA**	NORTHEASTERN ACCESS TO THE AMAZON RIVER		To improve navigation conditions on the Putumayo river, the IDB will finance a study that may be deemed an opportunity to devise any complementary action that the basin may require. This study involves: 1. A social and environmental analysis 2. A social and economic assessment 3. Study on the supply of and demand for cargo and passenger transportation 4. A river action plan.
4	**AND**	CARACAS - BOGOTÁ - BUENAVENTURA / QUITO ROAD CORRIDOR		Corridor development promotes the Logistics Corridor Management, the purpose of which is to articulate services provided by the public and private sectors that relate to the management of all the actions required for a strategic corridor, where multiple trade flows converge, combined with the development of specialized logistics infrastructure.
5	**AND**	COLOMBIA - ECUADOR BORDER INTERCONNECTION		A development plan will be prepared, including programs aimed at improving the quality of life of the population affected by border crossing operations.
6	**AND**	COLOMBIA - VENEZUELA BORDER CROSSINGS CONNECTIVITY SYSTEM		A development plan is intended to be prepared, including programs aimed at improving the quality of life of the population affected by border crossing operations.
7	**AND**	DESAGUADERO BINATIONAL BORDER SERVICE CENTER (CEBAF)		For proper operation of the Desaguadero CEBAF, harmonization of the regulatory frameworks for the traffic of vehicles between Peru and Brazil is required. Likewise, it will be necessary to implement measures to combat informal and illegal trade through the regulation of trade in the border area.

#	HUB	NAME OF API PROJECT	COMPLEMENTARY ACTIONS	OBSERVATIONS
8	**AND**	AUTOPISTA DEL SOL EXPRESSWAY: IMPROVEMENT AND REHABILITATION OF THE SULLANA - AGUAS VERDES SECTION (INCLUDING TUMBES BYPASS)		Progress has been made in the first-stage construction of two Binational Border Service Centers (CEBAFs) on the Ecuadorian and Peruvian sides of the International Bypass, respectively, with the aim of facilitating the control of people, goods, and vehicles at the border. Moreover, efforts are being made within the framework of the Andean Community to harmonize transport regulations.
9	**CAP**	CONSTRUCTION OF THE SALVADOR MAZZA - YACUIBA BINATIONAL BRIDGE AND BORDER CENTER	REQUIRED	A program of complementary actions associated with the border strip, involving infrastructure at the border crossing, management of the border center, sustainable environmental preservation, and logistics and production integration opportunities, in order to improve the quality of life of the population in the border area.
10	**CAP**	ARGENTINA - BOLIVIA WEST CONNECTION	REQUIRED	A program of complementary actions associated with the border strip, involving infrastructure at the border crossing, management of the border center, sustainable environmental preservation, and logistics and production integration opportunities, in order to improve the quality of life of the population in the border area.
11	**CAP**	PARANAGUÁ - ANTOFAGASTA BIOCEANIC RAILWAY CORRIDOR		A legal and institutional framework must be agreed upon by the countries involved and the respective railway operators. The implementation of the railway will promote logistics and production integration opportunities that should be analyzed, and will strengthen different economic sectors, as it will provide a bioceanic connection for products.
12	**CAP**	FOZ DO IGUAÇU - CIUDAD DEL ESTE - ASUNCIÓN - CLORINDA ROAD CONNECTION		Logistics and production integration opportunities to improve the quality of life of the population in the countries involved.
13	**CAP**	ITAIPU - ASUNCIÓN - YACYRETÁ 500-KV TRANSMISSION LINE		Reducing the energy deficit in some areas of the territory so as to promote their development, and increase the exchange of electric power with Argentina.
14	**GUY**	REHABILITATION OF THE CARACAS - MANAUS ROAD		Careful approach from the environmental protection and preservation standpoint. Great potential for logistics and production integration. Benefits for the communities.
15	**GUY**	BOA VISTA - BONFIM - LETHEM - LINDEN - GEORGETOWN ROAD		Great attention to the protection and the preservation of the environment. Opportunities of production and logistics integration.

#	HUB	NAME OF API PROJECT	COMPLEMENTARY ACTIONS	OBSERVATIONS
16	**GUY**	ROUTES INTERCONNECTING VENEZUELA (CIUDAD GUAYANA) - GUYANA (GEORGETOWN) - SURINAME (SOUTH DRAIN - APURA - ZANDERIJ - MOENGO - ALBINA), INCLUDING CONSTRUCTION OF THE BRIDGE OVER THE CORENTYNE RIVER		The South Drain-Apura-Zanderij-Albina Corridor within Suriname borders does not require complementary action programs. The improved road connection will provide the basis to develop forestry and mining activities. Benefits from the improved connections due to the ease of travel and accessibility to health facilities.
18	**HPP**	PARAGUAY - ARGENTINA - URUGUAY RAILWAY INTERCONNECTION	REQUIRED	Complementary actions associated with the routes to access the rail lines in each country, duly providing for sustainable environmental preservation, social and economic sustainability, and logistics and production integration opportunities in order to improve the quality of life of the population. As the rail sections involve an international connection, complementary actions related to border crossings and regulatory harmonization are required as well.
19	**HPP**	REHABILITATION OF THE CHAMBERLAIN - FRAY BENTOS RAILWAY BRANCH LINE	NOT REQUIRED	
20	**HPP**	NUEVA PALMIRA BELTWAY AND PORT ACCESS ROADS NETWORK	REQUIRED	A connection with the national routes that make up integration networks and prevention of heavy truck traffic from entering the city. As the project is directly related to the port of Nueva Palmira, it is appropriate to implement action programs concerning logistics, border crossings, and the harmonization of legal and regulatory aspects.

#	HUB	NAME OF API PROJECT	COMPLEMENTARY ACTIONS	OBSERVATIONS
21	**IOC**	PASSENGER AND CARGO HUB AIRPORT FOR SOUTH AMERICA (VIRU VIRU, SANTA CRUZ, INTERNATIONAL HUB AIRPORT)		As the airport will provide a single point of exit for border control purposes, customs procedures, phytosanitary controls and other related formalities will be more efficient and expeditious, contributing to reduced time for inspection activities specific to the airports of origin. Border inspection posts (BIPs) will be established, appropriately equipped to handle goods, cargo, and other products of plant and animal origin for human consumption transported by air. The hub airport will help lower operational costs at the regional airports of origin, which will not need sophisticated cargo-handling infrastructure. To this end, actions must be taken at the regional level, namely: (i) Implement multilateral agreements; (ii) Strengthen airport regulatory frameworks to help enhance competitiveness in the provision of related services (e.g. ground handling services); (iii) Facilitate soft restrictions (customs, IT, security) and other requirements to foster sustained sectoral growth so that air transport companies may deliver more reliable services at lower cost; (iv) Support an air traffic control center for the entire region; and (v) Promote regional integration and airport marketing in order to consolidate the passenger and cargo hub.
22	**IOC**	IMPROVEMENT OF ROAD CONNECTIVITY IN THE CENTRAL INTEROCEANIC HUB	REQUIRED	Complementary actions, such as the implementation of efficient border crossings and the harmonization of vehicular traffic rules. Sustainable environmental preservation as well as logistics and production integration opportunities, aiming at improving the quality of life of the people living along the corridor, are also required.
23	**IOC**	INFANTE RIVAROLA - CAÑADA ORURO BORDER CROSSING		
24	**IOC**	CENTRAL BIOCEANIC RAILWAY CORRIDOR (BOLIVIAN SECTION)		The project involves the use of existing infrastructure in the region (Brazil, Bolivia, Chile, Peru, and even Argentina), as well as the improvement of the railroad superstructure in order to upgrade the carrying capacity of tracks.
25	**MCC**	NORTHEASTERN ARGENTINA GAS PIPELINE	REQUIRED	A program of complementary actions associated with the border strip, involving infrastructure, sustainable environmental preservation, and logistics and production integration opportunities, in order to improve the quality of life of the population.
26	**MCC**	CONSTRUCTION OF THE JAGUARÃO - RÍO BRANCO INTERNATIONAL BRIDGE		This project strengthens road connectivity between Brazil and Uruguay, enabling the transportation of heavy cargo without restrictions, and favoring the integration of both countries' economic and commercial potential as well as social and cultural permeability.
27	**MCC**	MULTIMODAL TRANSPORTATION IN THE LAGUNA MERÍN AND LAGOA DOS PATOS SYSTEM		Actions associated with immigration, customs and sanitary regulations, among other issues.
28	**MCC**	MONTEVIDEO - CACEQUI RAILWAY CORRIDOR	REQUIRED	Complementary actions, mainly associated with regulatory matters.

#	HUB	NAME OF API PROJECT	COMPLEMENTARY ACTIONS	OBSERVATIONS
29	**MCC**	OPTIMIZATION OF THE CRISTO REDENTOR BORDER CROSSING SYSTEM		Trade between the two countries involved and with the other national territories in the MERCOSUR-Chile Hub would be facilitated.
30	**MCC**	AGUA NEGRA BINATIONAL TUNNEL		Completion of the project is expected to increase vehicular demand, which will definitely trigger the need for investment in border crossings and, consequently, in the services required to cater for the demands of passengers and cargo in the best possible manner. In a more local context, actions should be taken concerning trucks passing through cities and towns.
31	**PBB**	PORTO VELHO - PERUVIAN COAST CONNECTION		Great potential for the sustainable development of the territory.

Source: Integration Priority Project Agenda – API, COSIPLAN, November 2011.

Annex 2 – Production Integration and Logistics Methodology

A. OBJECTIVE OF THE METHODOLOGY

This methodology offers the procedures necessary to assess the potential for production integration (IPr) and the development of logistics in the area of influence (AI) of a Project Group (PG) within a Hub or of a project included in the Integration Priority Project Agenda (API) of the South American Infrastructure and Planning Council (COSIPLAN).

More specifically, the methodology seeks to:

a) Identify the potential for contributing to IPr of the production sectors surveyed that operate across the countries subject to the exercise or of any linkage that has proved to have integration potential according to previously conducted studies available;

b) Identify the potential for the development and diversification of logistics services that add value to production;

c) Determine the factors that hinder the IPr and/or logistics development processes for the value chains identified;

d) Identify investment opportunities that might be tapped by the public or the private sector with a view to boosting IPr and the development of logistics;

e) Identify complementary infrastructure projects that may enhance the efficiency of the impact of the COSIPLAN Portfolio infrastructure on the IPr and logistics development processes;

f) Encourage dialogue between the public and private sectors on IPr and logistics development.

B. STRUCTURE OF THE METHODOLOGY

The methodology consists of four stages, namely:

Stage 1: The definition of the area of influence and of its production and logistics structure will help identify the existing chains, which should subsequently be analyzed to determine the potential for IPr and logistics development within the framework of the PG or PGs.

Stage 2: Field work. Gather information from the stakeholders in the area of influence directly involved in the preliminarily identified production linkages and logistics chains in order to validate such information and characterize the area in a more accurate manner**.** To this end, interviews are held to identify the structure and dimension of the production and logistics chains; identify the main stakeholders involved in the linkage and their location in the area of influence; identify the problems affecting the linkages and their possible solutions; identify public or private (as appropriate) investment opportunities; identify projects complementary to the COSIPLAN portfolio projects, by linkage type. Prior to field work, in Stage 1 exploratory interviews are held.

The purpose is to corroborate the production linkages revealed by the analysis of trade flows of intermediate goods to gain a more realistic preliminary view before carrying out field work.

Stage 3: Projects and actions proposed and assessment of their impact on the development of the area of influence. The purpose is to define a set of projects, actions and business opportunities to enhance the development of IPr and logistics in the area of influence, and assess the potential impacts of such set. It involves compilation and classification of the projects and actions proposed; combination of actions, complementary projects and business opportunities; assessment of the impact of the set of projects and actions on IPr and the development of logistics.

Stage 4: Recommendations for an indicative action plan. The objective is to develop an Indicative Action Plan for the governments involved in the PG, organizing the set of actions and projects selected in Stage 3 in a consistent manner based on priorities.

Source: Summary of Parts 3 and 4 of IIRSA-COSIPLAN, Production Integration and Logistics Methodology, September 2012.

Annex 3 – Summary of IIRSA EASE Methodology

The central goal of the methodology is to provide IIRSA with a conceptual framework and practical guidelines for the application of Strategic Environmental and Social Evaluation to its project groups for the following purposes:

- Enhance understanding of the territories to leverage their sustainable development and maximize the benefits of the project groups;
- Identify scenarios, trends, critical aspects, implications, risks and opportunities generated in the areas of influence of the project groups;
- Provide recommendations for the configuration and implementation of the project groups;
- Establish related strategies, action lines and investments capable of generating sustainable development options; and
- Create an enabling space for constructive dialogue among Governments and key participants in the area of influence of the project groups.

The methodology establishes a set of premises that condition and guide its development, premises that have been identified as the relevant aspects making up the framework within which the IIRSA EASE methodology is implemented to attain the proposed goals. Such premises, which are listed below, set out the terms and scope on the basis of which this methodology is designed and applied.

- The methodology is based on the need to generate high-quality technical results in the short run aimed at improving the planning and implementation process of IIRSA Project Portfolio.
- The application of the methodology requires the leadership of experts with proven experience in environmental and social assessment-related fields.
- The methodology is developed on the basis of secondary information, and is highly reliant on the contributions made by different key participants along its various application phases.
- The application of the methodology requires the full involvement and commitment of the governments involved, which appoint counterparts to make up the work team.

The components of the IIRSA EASE methodology relate to each of its constituent elements or parts, thus enabling its articulated, organized development during the different execution stages. Each of these components entails a specific aspect and approach that shapes the proposed methodological development. There are five components:

Component 1: IIRSA Project Group. This component constitutes the unit of analysis from which the Strategic Environmental and Social Evaluation process is launched. It seeks to gain insight into the objectives and the strategic function of the cluster, and into the main features, state of development, and environmental implications of the project group that is subject to evaluation.

Component 2: Participants. This component serves to identify, characterize, and create a process with groups made up of "key participants," who, on account of their characteristics, roles, power, interest, and representativeness in the territory, play a significant role in the decision-making system and in the appropriation, use and management of natural resources.

Component 3: Strategic area of influence/work scale. This component involves the approximation to and definition of the territorial area on the basis of which prospects are made of the environmental and social behavior of the territory, taking into account the existence of the project group.

Component 4: Conceptual work premises for the evaluation. This component involves identifying and working on a set of assumptions that will guide the tasks and assist in the search for relevant information and the attainment of results.

Component 5: Tools. This defines criteria for the selection and use of instruments that may be applied to the recording, systematization, processing, analysis, evaluation, and report of the results expected from each phase or activity of the IIRSA EASE methodology.

The methodology is applied through 6 (six) phases in a limited time frame, the total duration of which should preferably range from 16 to 22 weeks. The expected phases in the application of the methodology are the following:

Phase 1: Approximation and planning. This phase proposes an approximation to and an accurate definition of all the aspects that make up the universe of activities to be undertaken in relation to the objectives, scope, and methodological specifications of the IIRSA EASE methodology, as well as to the features of the project group and of the specific area under study. Its results are an approximation to the territory and detailed planning.

Phase 2: Gathering, systematization and analysis. This phase enables the gathering of the most relevant information on the dynamics of territorial systems. Space units and categories are defined for territorial analysis purposes; additionally, the indicators used to reveal and facilitate such analysis are specified.

Phase 3: Consultation and validation on the field. This phase involves the on-site verification of the relevant previously identified aspects or factors inherent in the territorial dynamics, and the validation of such information with key stakeholders present in the area under study, by directly receiving from them their impressions of the environmental and social dynamics of the territories, with a view to adjusting or confirming the information and the analysis previously proposed.

Phase 4: Preparation of the preliminary document. This phase consists in the orderly structuring of a written and well-founded document containing the results achieved in the previous phases and activities. Scenarios and trends are analyzed and made explicit; strategies, courses of action, and cost estimations are specified; progress is made regarding the EASE report, and preparations are made for a workshop to consult key participants, get their feedback, and make adjustments accordingly.

Phase 5: Feedback and adjustment. This phase involves the potential adjustments and/or additions to the analysis and the draft evaluation document, based on the results of the feedback received from key participants summoned to validate and share the results.

Phase 6: Preparation of final results. This last phase involves the closing of the evaluation, the introduction of the adjustments resulting from the key participants' feedback, and the final editing of the document.

Source: Summary of the methodology, from IIRSA, Strategic Environmental and Social Evaluation (EASE) Methodology, June 2009, p. 13.

Annex 4 – EASE – Contents of a Strategy to Address Opportunities and Risks

Sustainable Tourism Axis

Strategic Guidelines	Actions
Create the Binational Tourist Circuit	Design and implement this product through local programs
	Draw up a strategy for the integration of the local communities with the Circuit and their development
	Devise and implement actions intended to prevent environmental deterioration caused by tourist pressure
	Design and create an image and an identity associated with the territory
Increase the availability of tourist information for decision-making	Develop and implement effective tourist information systems
	Develop integrated platforms for tourist services
	Promote tourist services throughout the Binational Tourist Circuit, its area of direct influence and destination points
Promote sustainable tourism	Standardize tourist activities in both countries
	Develop a “heritage and/or eco-label” for tourist attractions
	Implement internationally recognized awards and prizes for businesses promoting sustainable tourism services
	Highlight the tourist attractions in the area of direct influence of EASE
	Design and implement training programs on tourist services aimed at product and service quality

Road Infrastructure Axis

Strategic Guidelines	Actions
Integrate the Binational Tourist Circuit and the networks for connectivity improvement	Define a concept of tourist trail for the Binational Tourist Circuit
	Jointly signpost the Circuit, reflecting the tourist trail concept
	Improve and maintain the roads and networks that are complementary to the Binational Tourist Circuit in both countries
	Include the tourist trail concept in road manuals
Produce compatible and reliable information about the roads connecting both countries	Implement a joint information system on vehicle and passenger traffic flows
Minimize conflict between cargo and tourist transportation in roads and border crossings	Classify roads according to their territorial function
	Offer alternative roads for cargo transportation to ease congestion in tourist roads
	Physically segregate traffic flows according to vehicle type at border crossings
	Maintain roads and border crossings on a regular basis to ensure permanent connectivity
	Design road safety projects to reduce conflict with cargo traffic flows in tourist roads
Train Circuit users	Design a training program for drivers using the Circuit, particularly in mountainous a
Create road contingency plans	Design contingency plans for each section of the Binational Tourist Circuit to mitigate the effects of natural and anthropogenic threats
Ensure access to tourist attractions	Design a tourist attraction access program that identifies, manages and prioritizes access

Environmental Sustainability Axis

Strategic Guidelines	Actions
Preserve the natural heritage as a basis for identity and sustainability of the territory associated with the Circuit, with the participation of the local, regional and provincial governments	Update and integrate individual management plans for protected natural areas within the area of direct influence
	Standardize the criteria for biosphere reserve management in both countries
	Design a land-use plan for the portions of the territory that are not protected areas
Encourage environmental education and outreach activities	Develop a program to raise awareness on Circuit-related environmental care and cultural heritage preservation
Promote programs for environmental quality preservation	Develop sanitation programs for solid waste management in all urban centers within the area of direct influence
	Design a program for water quality preservation in all courses and bodies of water
	Develop a program for the restoration of priority tourist sites or attractions
	Create a program to increase the capacity for local wastewater treatment
	Design a program for visual quality preservation

Social Sustainability Axis

Strategic Guidelines	Actions
Promote the development of rural tourism as a complementary action to endogenous development, integrating criteria of cultural relevance	Develop tourism products intended to increase and improve tourism supply in tourism production chains
	Improve access infrastructure to support tourism in rural communities
	Improve the supply and quality of basic services in rural communities to support tourism
	Provide training in rural tourism for households and associations
Increase the capacity of Mapuche communities in tourism while protecting and recognizing their ancient rights	Develop training courses on tourism for the local Mapuche communities (tour guides, trekking, cooking, language and others)
	Develop co-management or other forms of association for aboriginal tourism
	Provide training in the design of local development micro-projects for the Mapuche communities
Improve tourism workers' conditions	Ensure access to social housing for workers in the tourism sector
	Create incentives and implement mechanisms for the regulation of tourism employment
	Increase surveillance of the conditions of tourism employment

Territorial Sustainability Axis

Strategic Guidelines	Actions
Promote the sustainability of the territory by integrating economic activities	Design coordinated strategic and land-use plans at different scales
	Develop production chains among tourism, stockbreeding, agriculture and forestry

Prevent, mitigate and address the effects of natural and/or human-induced disasters	Manage volcanic hazards, design mitigation plans and alert and evacuation plans, including alternative ways for debris flows (landslides)
	Manage flood risks with alert and mitigation plans
	Manage fire risks in priority sites
	Prevent biological health risks

Capacity Building in Sustainability Axis

Strategic Guidelines	Actions
Attain a land-use plan that should encourage the development of sustainable tourism (tools for the strategic goal)	Prepare a proposal to incorporate the "integrated tourism" concept on the bilateral agenda
	Design a binational policy for tourism development
	Design a binational strategy for sustainable tourism development in order to integrate the territories
	Include EASE recommendations in the development of infrastructure in the territory concerned
	Re-launch the talks at the binational level to define the instruments that support this initiative (Binational Tourist Circuit)
	Include sustainability criteria in the Chilean tourism law regulations
	Harmonize the regulations of the tourism laws in force in both countries
Promote institutional convergence and complementarity in public investments	Update the methodologies and procedures to evaluate public investments incorporating new (non-quantifiable) dimensions
Promote administrative processes and procedures to facilitate cross-border tourism	Speed up border procedures to facilitate binational integration
	Ensure joint and reciprocal promotion, harmonization of procedures and requirements for tour operators (eg. horse-riding, currency, tour operators, insurance policies)
Define the body to be entrusted with the task of coordinating actions in both countries to attain binational integration objectives	Develop effective coordination and/or exchange mechanisms related to tourism between Chile and Argentina (public-private cluster at the binational level)
	Set up a system for the management and monitoring of the bilateral tourism integration and development process, including the present strategy
	Set up a single Circuit organization that represents the interests of the tourism sector and interacts with officials responsible for infrastructure in both Chile and Argentina

Source: IIRSA. "Evaluación Ambiental y Social Estratégica – EASE. Grupo 2 – Eje del Sur. Informe Final – Versión Ejecutiva," p. 73. Buenos Aires – Santiago, December 2010.

Annex 5 – Cross-border Inter-municipal Cooperation: South American Experiences

1. Cooperation between Central Governments for Border Development: The Dynamics of Peru-Ecuador Border Following the Peace Accords

The integration between Peru and Ecuador falls within and is defined by the scope of the Brasilia Peace Accords signed on October 26, 1998, and by the provisions included in the Broad Peruvian-Ecuadorian Agreement on Border Integration, Development and Good Neighbor Relations**,** which prioritizes border integration, mutual cooperation, and common development through the joint undertaking of programs, projects and activities. Such commitments succeeded in ending a long territorial conflict between Peru and Ecuador and in considerably boosting their economic relationship over the last years.

The Broad Agreement on Border Integration, Development and Good Neighbor Relations is made up of four components: the Good Neighbor Relations Commission, the Binational Plan for the Development of the Ecuadorian-Peruvian Border Area, the Border Regime, and the Strengthening of Bilateral Cooperation.

The ***Binational Plan for the Development of the Ecuadorian-Peruvian Border Area*** relies on four extensive programs —the true backbones of border development.

The ***Binational Program for Social and Production Infrastructure Projects*** contributes to improving production and social infrastructure in areas where Ecuador and Peru share resources or are economically complementary to each other, thus strengthening the border integration process between both countries.

The Ecuadorian and Peruvian National Programs for the Construction and Improvement of Production Infrastructure in Border Areas seek to improve production and service infrastructure in the border regions of both countries by facilitating traffic at the border, the sustainable development of potentially productive areas, and the construction of physical infrastructure encouraging production and trade interaction at the local level.

The Ecuadorian and Peruvian National Programs for the Construction and Improvement of Social Infrastructure and Environmental Issues in Border Areas contribute to the improvement of social and cultural infrastructure in the border regions of both countries by designing programs or undertaking works in the areas of health, education, sanitation and urban development, basic services and the environment.

The ***Program for the Promotion of Private Investment*** contributes to stimulating trade, business opportunities, and the complementarity of ports, to strengthening the Ecuadorian-Peruvian Chamber of Commerce and Integration, and, in general, to promoting relations between business people and private investors.

2. Cross-border Inter-municipal Cooperation: A Comprehensive Plan for Solid Waste Management in Ipiales (Colombia)-Tulcán (Ecuador)

The municipalities of Ipiales (Colombia) and Tulcán (Ecuador) have been working on a binational proposal for the management of solid waste, a project which started with the support of CAF to conduct a diagnostic study. The two municipalities together generate around 123 tons of waste daily, and only 3% is recovered, inefficiently though. Waste is not separated at the source, and households use inadequate temporary storage containers. There are not enough environmental regulations and laws, and the few ones in force are not observed. The waste collection and ultimate disposal system is insufficient.

In order to implement the Comprehensive Plan for Solid Waste Management project, a Binational Technical Committee was created with the mission of drawing up and managing the project with a territorial perspective and strong political commitment from the highest authorities.

The bidding, qualification and award process for the organic waste treatment plant and inorganic waste storage center (Lot 1-Ipiales) and the organic waste transfer station (Lot 2-Tulcán) was completed. In February 2010, a contract for commencement of works was signed with the Sánchez-Sánchez consortium. The technical dossier to buy machinery for the organic waste treatment plant to be located in the city of Ipiales is underway.

3. Thematic Cross-border Cooperation: Autonomous Binational Authority for the Titicaca Lake, Desaguadero River, Poopó Lake and Salt Flat of Coipasa Water System – ALT (Bolivia-Peru)

The Autonomous Binational Authority for the Titicaca Lake, Desaguadero River, Poopó Lake and Salt Flats of Coipasa Water System (ALT) is an international public legal entity that is fully autonomous at the technical, administrative-economic, and financial decision-making and management levels.

Operationally and politically, the ALT is under the purview of the Ministries of Foreign Affairs of Peru and Bolivia. The President of ALT reports directly to the Foreign Affairs Ministers of both countries, and is commissioned with the task of implementing and enforcing their joint political decisions. ALT has an indefinite mandate, its offices are based in the city of La Paz, Bolivia, and its Executive President is of Peruvian origin.

Its general objective is to promote and conduct actions, programs, and projects, and to implement and enforce the management, control and protection of the water resources of the Titicaca-Desaguadero-Poopó-Salt Flats of Coipasa (TDPS) Water System, within the framework of the Global Binational Master Plan of the TDPS Water System.

4. Cross-border Cooperation at Border Crossings: Santo Tomé (Argentina)-São Borja (Brazil) Unified Border Center (UBC)

This complex, located in the province of Corrientes, Argentina, close to the city of Santo Tomé, by the Uruguay river, is connected to the Brazilian city of São Borja through a bridge. This is the first Unified Border Center (UBC) in the MERCOSUR territory, i.e. an infrastructure where authorities of both countries work in a single facility, located in the Argentine Republic. Its peculiarity lies in the fact that the concession contract for its construction and 25-year operation and maintenance was

awarded to MERCOVIA S.A., the majority shareholder of which is IMPREGILO, an Italian company. The company constructed and equipped the facilities of the UBC, a 1400-meter long bridge over the Uruguay river, and the approximately 15-kilometer long approach roads. The investment, which amounted to 45 million dollars, was borne by both countries and MERCOVIA S.A. The complex covers an area of 81 hectares.

The operations are supervised by an Argentine-Brazilian Joint Commission (COMAB), which distributes the specific tasks to the control delegation, composed of officials from both countries working on the same premises.

As for its staff, MERCOVIA S.A. employs workers of both countries, but is governed by the Argentine labor law. The company's profits come from renting out fully equipped offices to customs agents and users and from charging cargo and truck service charges, but most especially from tolls to get into the premises, as required from all vehicles crossing the bridge and driving along the approach roads.

The control of tourists, local border traffic, trucks and goods is carried out in a single facility. There are WCs, telephones (public booths), bus transportation services (from Santo Tomé, Argentina, to São Borja, Brazil, and from Posadas, Argentina, to Camboriú, Brazil). There are two parking lots for buses and light vehicles coming into and going out of the country. Furthermore, there is a perimeter-fenced truck yard, with internal security provided by the concessionaire, capable of holding 800 trucks and equipped with EV charging stations for temperature-controlled trucks, as well as a sector for the physical inspection of vehicles by customs officers from both countries and another sector for vehicles carrying hazardous substances.

5. Day-to-day Inter-municipal Cooperation Strengthened by the National Governments: Successful Border Projects at the Uruguay-Brazil Border

Rivera-Livramento Health Care Agreement: Since October 2009, the Rivera Hospital (Uruguay) has been receiving Brazilian patients living in Livramento for child birth deliveries and caesarean sections, as the public hospital of Livramento was closed down. More than 50 infants have already been born there and given the two nationalities as a result. This service will remain in place as long as the "Santa Casa de Misericórdia de Santana do Livramento" hospital is not reopened. At present, the Municipal Health Department of Livramento is negotiating with a hospital in Porto Alegre for it to assume the management of the "Santa Casa de Misericórdia" hospital so that it can be reopened. Until then, deliveries and caesarean sections will be carried out in Rivera.

Binational Education: As from March 2010 there are binational institutes of higher education open for Brazilian and Uruguayan students, who can enroll for different courses of studies depending on their place of residence. In Río Branco and Jaguarão, students can study Marketing or Industrial Automation. This process started in 2005 after conversations held between the University of Technology of Uruguay (UTU) and the Federal Institute of Education of Pelotas to launch common courses of studies, since one country had the professors required but lacked the technical equipment necessary, or vice versa.

Portuguese Taught in 37 Uruguayan Schools: The National Administration of Public Education in Uruguay (ANEP) has two programs underway intended to include the study of

Portuguese in the primary school curriculum: the dual language immersion program and the program by curricular contents. At present there are 36 schools implementing these programs in Artigas, Rivera, Cerro Largo, and Rocha, in addition to the *Brasil* school in Montevideo. The idea in the long run is that Portuguese be taught at all Uruguayan schools.

Uruguayans Living in Brazil can Receive their Disability or Old Age Retirement or Pension Plans: In July 2009, the Banco de Previsión Social or BPS (Social Security Bank) of Uruguay and the Instituto Nacional del Seguro Social or INSS (National Institute for Social Security) of Brazil signed an information exchange agreement enabling Uruguayan citizens living in Brazil, not farther than 5 kilometers away from the border with Uruguay, to receive their old age or disability pension. The BPS may visit Uruguayan households in Brazilian territory (accompanied by an INSS official) to verify their needs, a requisite to be awarded this plan benefit.

Source: Arciniegas, H. S. In: *América Latina y el Caribe: Cooperación Transfronteriza. De Territorios de División a Espacios de Encuentro*, chapter 9; Borbón, J. A. and Brealey, T. B. (Eds.). Teseo Publishing House, Buenos Aires, 2011. (Excerpts)