



**STRATEGIC ACTION PLAN
2012-2022
2nd DRAFT (06/27/2011)**

1. Introduction

1.1 Background (from IIRSA to COSIPLAN/UNASUR)

In the second decade of the twenty-first century, the project of South American integration is alive and well, and its goal is *“to build, in a participatory and consensual manner, integration and union among its peoples in the cultural, social, economic and political fields, with a view to eliminating socioeconomic inequality, achieve social inclusion and participation of civil society, strengthen democracy and reduce asymmetries within the framework of the strengthening of the sovereignty and independence of the States”* (Constitutive Treaty of the UNASUR). The integration of the regional infrastructure is one of the pillars for the promotion of South American unity.

The priority for infrastructure integration relies on the political process of coordination among South American countries. Between August 31st and September 1st of 2000, South American leaders met in Brasilia to celebrate the First Meeting of South American Presidents. On that occasion, for the first time, they discussed joint actions for the modernization of infrastructure as an instrument for promoting development and integration of the most disadvantaged areas in national economies. In this meeting, they launched the Initiative for the Integration of the Regional Infrastructure in South America (IIRSA, for its acronym in Spanish), which represents an important framework for the organization of the regional common space.

IIRSA, with an initial term of ten years, is created as an institutional mechanism for the coordination of intergovernmental activities of the twelve South American countries, with the goal of building a common agenda to promote projects of integration of transportation, energy and communications infrastructure. This initiative was inspired by the principle that the integration of the regional infrastructure would promote the creation of a privileged area of cooperation of fundamental importance to sustainable socioeconomic development.

Throughout this period, several developments were achieved:

- Development and implementation of the methodology of Indicative Territorial Planning, embodied by the Integration and Development Hubs (Ejes de Integración y Desarrollo –EIDs-, in Spanish), which resulted in the formation of the 10 current EIDs that comprise a portfolio of more than 500 infrastructure projects in the South American area, thus deepening the bond between the projects and their territories, as well as providing a better logistics for investments.

- Design of the Implementation Agenda Based on Consensus (Agenda de Implementación Consensuada –AIC-, in Spanish), which contains the 31 priority projects for the 2005-2010 period, selected by the member countries based on consensus.

- Development of Projects related to Sectoral Integration Processes (Procesos Sectoriales de Integración –PSI-, in Spanish), an example of which is "Exports through Postal Services for Micro, Small and Medium-Sized Enterprises". This process has already been started in 7 of the 11 countries as planned (apart from Brazil) and has been implemented in 3 of those countries (Peru, Uruguay and Colombia). PSIs as “Facilitation of Border Crossings” **(the paragraph will be completed with information provided by the CCT).**

- Development of planning tools, like the methodology of Productive Integration and Logistics (Integración Productiva y Logística –IprLg-, in Spanish) and the Methodology of Environmental and Social Evaluation with Strategic Approach (Metodología de Evaluación Ambiental y Social con Enfoque Estratégico –EASE- in Spanish) **(the paragraph will be completed with information provided by the CCT).**



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- Construction of a knowledge base on the South American physical integration and cooperation among countries.

The creation of the Union of South American Nations (Unión de Naciones Sudamericanas – UNASUR- in Spanish), in May 2008, with the signing of its Constitutive Treaty, would represent a new framework for the integration process. In August 2009, at the 3rd Meeting of Heads of State and Government of the UNASUR, held in Quito, the South American Infrastructure and Planning Council of the UNASUR (Consejo Sudamericano de Infraestructura y Planeamiento de la UNASUR –COSIPLAN- in Spanish) was created.

By means of the Decision which led to the creation of the COSIPLAN, the Executive Steering Committee of IIRSA was incorporated into said Council, thus recognizing the results achieved within the framework of the initiative; at the same time, the decision to “*deepen and improve the progress made in the identification, evaluation and implementation of integration projects within the framework of the regional planning process undertaken by the countries of South America*” was reiterated (Cochabamba Declaration, December 9th, 2006).

The Council's role is to obtain significant political support for activities and projects that generate sustainable economic and social development in South America. This way, the establishment of physical integration as a priority is renewed, thus strengthening the legitimacy of the integration efforts of regional infrastructure, as the issue is included within the common agenda of the UNASUR. Under the COSIPLAN, priority will be given to the internal development of the region, with the strengthening of the bonds between the member countries.

The concept of the EIDs was extended, so as to favor social development and act on the reduction of the asymmetries in the region. Thus, the design of the COSIPLAN projects should take into account the contribution to regional endogenous development and the improvement of the living conditions of the populations in the areas of influence of its endeavors.

The coming decade brings with it a variety of challenges for the COSIPLAN, within which are included: to obtain political support and feasible funding conditions for the projects in its portfolio, particularly for its agenda of priority projects; to review and apply the methodologies of territorial planning; to deepen and improve the infrastructure networks between the countries; to achieve a greater outreach, in the societies of the South American countries, regarding the work related to the integration of the South American infrastructure under the COSIPLAN; to improve the Council's role regarding the implementation of projects; to advance in sectoral processes and also in the implementation of priority projects.

In order to achieve the proposed objectives and overcome existing obstacles, the COSIPLAN presents its First Strategic Action Plan (Plan de Acción Estratégico –PAE-, in Spanish) for the period 2012-2022, pursuant to the Declaration of the South American Presidents at the Fourth Ordinary Meeting of the Council of Heads of State of the UNASUR.

The 2012-2022 PAE is founded on the UNASUR's Constitutive Treaty and the Statutes and Regulations of the COSIPLAN. Thus, within the scope mentioned, the COSIPLAN aims to improve methodologies and tools in order to implement and complete projects; incorporate mechanisms for social participation; focus attention on the funding of high-impact projects in the region; improve monitoring and evaluation tools, and progress in the harmonization of regulatory and institutional frameworks, as per the details of the actions outlined in Chapter 3.

1.2 Objectives of the UNASUR

Under Article 2 of the Constitutive Treaty of the UNASUR, its Objective is:

*“To build, in a participatory and consensual manner, integration and union among its peoples in the cultural, social, economic and political fields, prioritizing political dialogue, social policies, education, energy, **infrastructure**, financing and the environment, among others, with a*



view to eliminating socioeconomic inequality, in order to achieve social inclusion and participation of the civil society, to strengthen democracy and reduce asymmetries within the framework of the strengthening the sovereignty and independence of the States”.

1.3 Specific Objectives of the UNASUR Related to the Infrastructure

In addition to the Objective indicated in 1.2, the UNASUR has, under Article 3 of its Constitutive Treaty, 3 specific objectives that are directly related to infrastructure:

*d) **energy integration** for the integral and sustainable use of the resources of the region, in a spirit of solidarity.*

By means of the Declaration of Margarita –Building the Energy Integration of the South, dated April 18th, 2007, under the 1st South American Energy Summit– the guiding principles of regional energy integration under the UNASUR were defined. In this sense, it is essential that the actions of the COSIPLAN, in regards to energy integration, be guided by these principles, among which are: the strengthening of the *“existing relations between the member countries of the UNASUR, based on the sustainable use of their energy resources and potential, thus making use of economic complementarities to reduce existing asymmetries in the region and progress towards South American unity”.*

The action of the COSIPLAN, with respect to energy integration, will be undertaken in close coordination with the Energy Council.

*e) the **development of an infrastructure for the interconnection of the region** and among our peoples based on sustainable social and economic development criteria;*

Infrastructure is one of the pillars of regional integration whose implementation must be guided by sustainable socioeconomic development criteria, adopting the necessary complementary activities that promote the development of the populations.

*m) **industrial and productive integration**, focusing especially on the important role that small and medium-sized enterprises, cooperatives, networks and other forms of productive organization may play.*

Regional infrastructure planning under the COSIPLAN will also take into account the promotion of industrial and productive integration, paying particular attention to small and medium-sized productive organizations.

2. General Principles and Objectives of the COSIPLAN

2.1 – Principles of the COSIPLAN:

The principles of the COSIPLAN, set forth in its Statutes, approved at the First Ordinary Meeting of Council Ministers, held in Quito on June 18th, 2010, are as follows:

*a) **Integrity and complementarity of the policies, programs and regional infrastructure projects that lead to balance and territorial cohesion, as well as sustainable development in harmony with nature.***

*b) **Citizen participation and pluralism in regional integration initiatives in infrastructure, while recognizing and respecting the rights of all peoples and their multicultural, multiethnic and multilingual diversity.***

*c) **Gradual and flexible implementation of the identified actions, recognizing the different national realities.***



d) *Solidarity and cooperation in the evaluation and prioritization of integration projects.*

2.2 - General Objectives of the COSIPLAN

Similarly, under the Statutes of the COSIPLAN, the general objectives of the Council are:

1) *Develop an infrastructure for regional integration by recognizing and giving continuity to the achievements and progress made by the IIRSA initiative, incorporating them into its framework.*

Since 2000, IIRSA has developed a set of methodologies for territorial planning focused on the integration of South American infrastructure; it consolidated a project portfolio organized into Integration and Development Hubs; it promoted sectoral integration processes, in addition to prioritizing an Implementation Agenda Based on Consensus consisting of 31 projects. Thus, the COSIPLAN should rely on this experience for the next 10 years, learning from its drawbacks and expanding on its success.

2) *Promote regional cooperation in planning and infrastructure through strategic alliances between the Member States of the UNASUR.*

One of the main pillars of South American integration under the UNASUR is cooperation. Therefore, under the COSIPLAN, regional cooperation is encouraged in the issues of the Council and with the other Councils of the UNASUR.

3) *Promote the harmonization of the existing regulatory frameworks among the member countries of the UNASUR that regulate the development and operation of the infrastructure in the region.*

The incompatibility between the different regulatory frameworks prevents the deepening of the integration and deters investment in the sector that requires extremely high resources. The region needs a legal framework to promote the attraction of investment.

The compatibility of existing regulatory frameworks will create a favorable environment, by providing operational infrastructure.

4) *Identify and encourage the implementation of priority projects for integration, and evaluate alternatives for their funding.*

The COSIPLAN will select by consensus a set of priority projects that will form its Agenda of Priority Projects (Agenda de Proyectos Prioritarios –APP-, in Spanish). For said projects, the COSIPLAN will provide additional support in the search for sources of funding, provided there is a need.

3 - Specific Objectives of the COSIPLAN and its actions

From the specific objectives of the COSIPLAN, as stipulated under Article 4 of its Statute, the present Action Plan provides a set of actions based on the following premises:

- For every action, the expected product/s and the estimated time of execution will be indicated.
- The COSIPLAN will coordinate with the other groups of the UNASUR the issues that may be necessary for the fulfillment of the actions of this Plan.
- The strategy of outreach and communication of the activities of the COSIPLAN, both in its regional as well as in its extra-regional projection, will be the responsibility of the group of member countries, with a special commitment from the country that holds the *Pro Tempore*



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Presidency of the Council.

- The strategy of outreach and communication of the activities of the COSIPLAN within each country will be the responsibility of each member country of the Council.

Objective 1			Promote the connectivity of the region through the construction of infrastructure networks for its physical integration, following sustainable social and economic development criteria, while preserving the environment and balance in the ecosystems.
	Action	1.1	Review and improve the methodology and the process of indicative territorial planning, with the new objectives defined under the COSIPLAN as reference. Product: Revised and improved methodology for territorial planning, keeping in mind the new objectives defined under the COSIPLAN. Time: 1 year
1.2		Conduct a diagnosis of the infrastructure networks of South America. Product: Diagnosis of the transportation, energy and communications networks. Time: 1 year	

Action 1.1 Revise and improve the methodology and the process of indicative territorial planning, with the new objectives defined under the COSIPLAN as reference – The methodology and process of Indicative Territorial Planning should be revised and improved, with a view to offering priority treatment to the new objectives defined under the COSIPLAN.

Action 1.2 Conduct a diagnosis of the infrastructure networks in South America – The COSIPLAN will carry out a diagnosis of the infrastructure networks in South America that will provide the current status of said networks, the possible needs and potential complementarities within and among the countries of the region.

Objective 2			Increase the capacities and potential of the local and regional population through the development of infrastructure with the aim to improve their quality of life and life expectancy.
	Action	2.1	Create a methodology to assess the improvement in the quality of life and life expectancy of the peoples as a consequence of the implementation of the infrastructure projects. Product: Methodology Time: 1 year
2.2		Develop Programs of Integral Support to the communities located in the geographic area of influence of the infrastructure projects. Product: Programs of Integral Support Time: Permanent	



	2.3	<p>Define mechanisms of social participation and active contribution of the communities involved, taking as a base the guidelines defined by entities of the UNASUR.</p> <p>Product: Methodology of social participation and active contribution of the communities involved</p> <p>Time: 2 years</p>
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Action 2.1 Create a methodology that allows the assessment of the improvement in the quality of life and life expectancy of the peoples as a consequence of the implementation of the infrastructure projects – The implementation of the infrastructure projects supported by the COSIPLAN must be aimed at the improvement in the life quality and expectancy of the communities. Also, it is important that the COSIPLAN be able to assess the impact of the implementation of the infrastructures on the peoples affected in order to assure that things are being done properly and, for that purpose, the creation of a methodology that allows the assessment of said impact will be promoted.

Action 2.2 Develop Programs of Integral Support to the communities located in the geographic area of influence of the infrastructure projects – Although infrastructure projects bring benefits for the communities, as time goes by, it cannot be denied that they also cause a negative impact. In order to mitigate or compensate said impact, the COSIPLAN will promote the development of Programs of Integral Support to the communities located in the area of influence of the infrastructure projects selected from the Portfolio.

Action 2.3 Define mechanisms for social participation and active contribution of the communities involved, taking as a base the guidelines defined by entities of the UNASUR – Among its principles, in accordance with what is set forth under Article 2 of its Statute, the COSIPLAN relies on citizen participation and pluralism in the initiatives of regional integration in infrastructure, recognizing and respecting the rights of all peoples and their multicultural, multiethnic and multilingual diversity. In this sense, the Council will define mechanisms that enable the consideration of the contributions arising from social participation. It is understood that social participation lends legitimacy to the decision-making processes.

The mechanism for citizen participation under the COSIPLAN shall observe the principles defined by entities of the UNASUR.

Objective 3	Design regional planning strategies for the development of infrastructure.	
	Action	<p style="text-align: center;">3.1</p> <p>Define a methodology for the creation of Integration Territorial Programs (Programas Territoriales de Integración –PTIs-, in Spanish) taking as a reference the Agenda of Priority Projects.</p> <p>Product: Methodology for the creation of the PTIs</p> <p>Time: 1 year</p>
	3.2	<p>Create Integration Territorial Programs (PTIs) taking as a reference the Agenda of Priority Projects.</p> <p>Product: Integration Territorial Programs (PTIs)</p> <p>Time: 1 year</p>



Action 3.1 Define a methodology for the creation of Integration Territorial Programs (Programas Territoriales de Integración –PTIs-, in Spanish) – The Agenda of Priority Projects (APP), under Action 4.2, introduces a new concept to be incorporated in the process of integration of the regional infrastructure, called Integration Territorial Programs (PTIs). In this way, **(TEXT BASED ON THE CHARACTERISTICS AND CRITERIA OF THE APP)** the priority projects will be complemented by actions related to regulation and territorial planning that will form a PTI. The infrastructure, the adequate normative regulation of services and the management of the territory will form, as a whole, an action program aimed at the regional integration and development.

Action 3.2 Create Integration Territorial Programs (PTIs) – The Integration Territorial Programs will be established according to the methodology approved by the member countries (Action 3.1), from the projects of the Agenda of Priority Projects (APP).

Objective 4	Consolidate the Project Portfolio for the Integration of the Regional South American Infrastructure.	
	4.1	Keep the project portfolio database up to date in order to socialize its services. Product: Updated portfolio database Periodicity: Permanent
	4.2	Update the COSIPLAN Infrastructure Project Portfolio Product: Updated Project Portfolio Periodicity: Annual
	Action	4.3 Create and revise the Agenda of Priority Projects (APP) and develop a mechanism for permanent monitoring Product: Updated APP Periodicity: APP revised every 5 years

Action 4.1 Keep the project portfolio database up to date in order to socialize its services – One of the IIRSA achievements was the development of a system in a web platform that has the database of the Projects in its portfolio. For the next years, the COSIPLAN will keep the use of said system while the countries involved will make all the necessary efforts to keep the project database up to date thus permitting the socialization of its services.

Action 4.2 Update the COSIPLAN Infrastructure Project Portfolio – The COSIPLAN infrastructure project portfolio will be drawn from the IIRSA project portfolio and it will involve both the inclusion of new projects and the exclusion of others that are deemed unfeasible. Following what was practiced under the IIRSA, the COSIPLAN will hold meetings once a year in order to promote the updating of the Council project portfolio.



Action 4.3 Create and revise the Agenda of Priority Projects (APP) and develop a mechanism for permanent monitoring – (TEXT BASED ON THE CHARACTERISTICS AND CRITERIA OF THE APP) The Agenda of Priority Projects (APP) will consist of high-impact projects for the regional physical integration. These projects may be of a national, binational or multinational nature. In the APP, the twelve South American countries will be represented and there will be a balance regarding the amount of projects promoted by each country, relying on the agreement of the countries involved. Its projects will be selected by consensus, based on defined criteria; also, they must be included in the Revised Project Portfolio and/or in the Sectoral Integration Processes and, whenever convenient and possible, they will seek the relative increase in the different transportation means.

In order to be selected for inclusion in the APP, the projects must meet the following criteria:

1. The project must belong to the IIRSA Project Portfolio and must be a priority regarding government action and performance commitment (evidenced by the allocation of funds in multi-year plans, passed legislation, budget, etc.).
2. The project must have feasibility studies, or the country must have resources allocated in the budget to start their performance.
3. The project consolidates the connectivity networks with regional scope. There are cross-border synergies.
4. Opportunity or need for the creation of a complementary action program to be developed for the effective delivery of services and sustainable development of the territory, according to the characteristics and modalities of each project.

The APP priority projects will be complemented by regulatory and territorial planning actions that will form the Integration Territorial Programs – PTI, in Spanish (Action 3.2).

The Agenda of Priority Projects replaces the Implementation Agenda Based on Consensus (AIC) and the ongoing AIC projects will be added to the APP, if they meet the criteria established in the APP.

The Council will develop a permanent monitoring mechanism of the APP.

Objective 5		Promote the intensive use of Information and Communication Technologies (TICs)* with the aim to overcome geographic and operative barriers within the region.
	5.1	Create a COSIPLAN website Product: COSIPLAN website Time: 1 year
	5.2	Provide the COSIPLAN with a georeferencing tool that guides the Territorial Planning in South America Product: Georeferencing system adapted to the COSIPLAN Time: 2 years
	Action	5.3 Promote projects that will foster the regional South American integration through the use of Information and Communication Technologies tools (TICs)



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		Product: Promoted projects that promote the use of TIC tools
		Time: Permanent

*Information and Communication Technologies: Tecnologías de Información y Comunicación or TICs, in Spanish.

5.1 Create a COSIPLAN website – The COSIPLAN will have an official website, linked to the IIRSA and the UNASUR websites. Said website will be a tool of transparency in reference to the activities carried out by the Council. The objectives and content of the website shall be agreed on by the countries.

5.2 Provide the COSIPLAN with a georeferencing tool that guides the Territorial Planning of the infrastructure in South America – In planning, it is crucial to have geographic information whether it is to support the decision-making process or to monitor and follow the progress of project implementation. The GeoSUR system, the Geospatial Network of Latin America and the Caribbean, is comprised of a geographical site, a network of map services and a regional topographic processing service. Said system was created to meet the demands for information that originated from the work carried out by IIRSA.

For the COSIPLAN it is crucial to have a georeferencing tool with the following characteristics: that guides the territorial planning of the South American infrastructure, that is compatible with the needs of the countries, and that is functional and easy to use. Also, it is important to foresee the progress of the harmonization of that tool with those used in the countries involved.

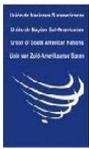
5.3 Promote projects that will foster the regional South American integration through the use of Information and Communication Technologies tools (TICs) – It is clear that the TICs are essential for competitiveness and generate several externalities since they improve connectivity. So, integral solutions must be proposed; they not only must result in infrastructure improvement but also in the increase of available content in the networks, in the improvement of the rendering of services and in a better access to the technologies by the least favored peoples in the poorest areas. In IIRSA, the Sectoral Integration Process has been developed in relation to the Information and Communication Technologies. For the next 10 years, the use of TIC tools will be further promoted for the regional integration of South America. In this regard, a survey of the experience under the IIRSA will be performed and a new Action Plan will be developed, which will define the set of projects that will be promoted by the COSIPLAN.

Objective 6	Action	Promote the application of methodologies, the development of sectoral processes and complementary actions that will enable the project, the execution and the operation of the endeavors of physical integration.	
		6.1	(ARG) Improve, disseminate and implement Territorial Planning methodologies and tools
		6.1.1	Implementation of the Methodology of Environmental and Social Evaluation with Strategic Approach (EASE, for its acronym in Spanish) Product: Applied methodology Time: Permanent
		6.1.2	(ARG) Revision and implementation of the Methodology of Productive Integration and Logistics (IPrLg)



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			Product: Revised and implemented methodology Time: Permanent
		6.1.3	Map Agenda Product: Georeferenced maps Time: 3 years
		6.1.4	Dissemination of Successful Projects, the subject of Road Safety, dangerous cargo and road maintenance, and the use of TICS Product: ##### Time: #####
		6.1.5	Disaster management in infrastructure Product: ##### Time: #####
	6.2	Develop Sectoral Processes	
		6.2.1	Harmonization of existing Regulatory Frameworks regulating the development and operation of the regional infrastructure Product: Harmonized Regulatory Frameworks Time: Permanent
		6.2.2	Facilitation and Modernization of Border Crossings Product: Modernized Border Crossings Time: Permanent
		6.2.3	Exports through Postal Services for Micro and Small-Sized Enterprises Product: Countries with the project implemented Time: 2 years
		6.2.4	Commercial Integration through Postal Service Product: Countries with the project implemented Time: 10 years
		6.2.5	Air Transportation



Product: To be defined

Time: Permanent

Action 6.1 (ARG) Improve, disseminate and implement Territorial Planning methodologies and tools – Under the IIRSA initiative, various Territorial Planning methodologies and tools were developed, whose use and outreach will be expanded under the COSIPLAN, namely: the Methodology of Environmental and Social Evaluation with Strategic Approach (EASE) and the Methodology of Productive Integration and Logistics (IprLg). In addition to the above mentioned, the map agenda will be an important component for the improvement of territorial planning in the region.

Action 6.1.1 Implementation of the Methodology of Environmental and Social Evaluation with Strategic Approach (EASE) – The Methodology of Environmental and Social Evaluation with Strategic Approach (EASE) was designed to identify the complementary actions with the potential to cause positive impacts and minimize the negative ones. It presents advantages such as convenience, speed and low cost in guidance for the definition of regulations and strategies that will be provided to decision makers. It is based on the following premises: a) the need to produce timely results of high technical quality, in the short term, to improve the planning and implementation process of the IIRSA project portfolio; b) the need for the expertise of specialists in areas related to environmental and social evaluation; c) development based on secondary information and relevant contributions from key players in their various stages of application; d) full participation and commitment from the governments involved, through their representatives in the work teams.

Action 6.1.2 (ARG) Revision and implementation of the Methodology of Productive Integration and Logistics (IprLg) – La Methodology of Productive Integration and Logistics (IprLg) deals with the necessary procedures to assess the potential for productive integration and the development of logistic services of added value in the area of influence of a Group of Projects belonging to an Integration and Development Hub. **(ARG) Under the COSIPLAN, the IprLg methodology must be revised and improved so as to involve a less restrictive concept of productive integration.**

Action 6.1.3 Map Agenda – To subsidize the improvement of the regional infrastructure planning, the COSIPLAN will participate in the geographic identification of natural resources, in the environmental protection areas and in indigenous reserves, in the existing infrastructures and other dimensions, in an appropriate scale, in the harmonization and the availability of South American maps, which will also contribute to the improvement of the GeoSur System.

Action 6.1.4 Dissemination of Successful Projects, the subject of Road Safety, dangerous cargo and road maintenance, and the use of TICS – **Chile will provide a text explaining this situation.**

Action 6.1.5 Disaster management in infrastructure – **Chile will provide a text explaining this situation.**

Action 6.2 Develop Sectoral Processes – The selection and treatment of sectoral processes must be improved under the COSIPLAN.

Action 6.2.1 Harmonization of existing Regulatory Frameworks governing the development and operation of regional infrastructure – The harmonization of regulatory frameworks will be promoted in specific areas where there is a consensus to move forward.

(CHI) Specify the types of regulations: Are they related to investment? Patterns of infrastructure? Customs regulations linked to the types of vehicles?

Action 6.2.2 Facilitation and Modernization of Border Crossings – The COSIPLAN



must make progress in the facilitation and modernization of the border crossings, especially of a group chosen by consensus among the countries, where the action will be concentrated.

Action 6.2.3 Exports through Postal Services for Micro and Small-Sized Enterprises – The Project Exports through Postal Services for Micro and Small-Sized Enterprises will be expanded to all countries that decide to adopt it.

Action 6.2.4 Commercial Integration through Postal Service – The Commercial Integration through Postal Service project will be implemented in all the countries that decide to adopt it.

Action 6.2.5 Air transportation – The Sectoral Process called “Air Transportation”, which was started under the IIRSA, will be revised and initiatives in specific fields where there is a consensus to move forward will be promoted.

4. Instruments for the Implementation of the Actions and Endeavors

As follows, the main instruments for the implementation of the actions of this Action Plan and the endeavors of the COSIPLAN portfolio are presented:

4.1) *Funding of the Actions included in this Plan*

With the renewed support to the process of integration of the regional infrastructure by the Technical Coordination Committee (CCT), the actions set forth in this Strategic Action Plan may be funded by (ARG), the financial entities that form the CCT, in conjunction with the member countries.

4.2) *Financial support for the preparation of Feasibility Studies and Projects related to the endeavors of the COSIPLAN Portfolio*

Previous to its incorporation into the COSIPLAN, IIRSA had financial support from (ARG), the financial entities that form the CCT, for the preparation of pre-feasibility and feasibility studies related to the endeavors of the Initiative’s portfolio. Within the scope of this Strategic Action Plan, the COSIPLAN will have to expand the promotion of its portfolio’s endeavors, especially those that integrate the APP, with a view to obtaining funds from other sources, in addition to (ARG), the financial entities that form the CCT, so the countries may move forward in the preliminary stages of these projects.

4.3) *Structuring of the financial schemes adapted to the specific configuration of the endeavors of the APP and the COSIPLAN Portfolio*

Based on the experience gained under IIRSA, the financial issue is identified as one of the main obstacles to the implementation of projects. The COSIPLAN must learn from this experience and, in this sense, it must promote, between multilateral organisms, national development agencies and financial and capital markets, the design of financial engineering adapted to the endeavors of the Agenda of Priority Projects (APP) and the project portfolio.

It is necessary to study the role of national development agencies in financing the implementation of infrastructure projects in South America. In this sense, a possible coordination



with the objectives of the Bank of the South (Banco do Sul) should be prospectively analyzed, and the exploration and articulation of synergies between the COSIPLAN and the Economy and Finances and Energy Councils must be carried out.

(COL) UNDERSTAND AND ANALYZE THE DIFFERENT ALTERNATIVE FUNDING MECHANISMS THAT MAY HAVE BEEN USED BY THE SOUTH AMERICAN COUNTRIES. We must highlight the particular experience of Pension Funds in relation to their proposal for funding of infrastructure projects (a discussion on the topic is suggested).

4.4) Coordination and synergy with the other institutions of the UNASUR

The COSIPLAN must act in synergy and coordination with other groups belonging to the UNASUR regarding the implementation of the endeavors in its portfolio and the implementation of the actions set forth in this Action Plan. In particular, a coordination should be carried out with the Councils of Energy, Social Development; Education, Culture, Science, Technology and Innovation; and Economy and Finance.

(COL) COORDINATION AND SYNERGY WITH OTHER GROUPS OF THE UNASUR AND WITH MECHANISMS OF REGIONAL INTEGRATION: FORO DEL ARCO, PROYECTO MESOAMÉRICA, AMONG OTHERS

5. Monitoring and Evaluation

As follows, the basic principles of the mechanisms of Monitoring and Evaluation of the Actions set forth in this Action Plan and the Project Portfolio, the Agenda of Priority Projects and the Integration Territorial Programs are presented:

5.1 - Frequency of meetings

The COSIPLAN will hold at least one annual meeting when its Annual Work Plan and updates to this Action Plan are approved.

The Coordinating Committee of the COSIPLAN and the Meeting of National Coordinators of IIRSA will hold at least two annual meetings, which should take place at the same event, if possible.

5.2 - Levels of competence of the forums

The COSIPLAN Project Portfolio and the Agenda of Priority Projects (APP) will be proposed in the context of the IIRSA Executive Technical Groups and will be evaluated by the Meeting of National Coordinators of IIRSA for its approval by the COSIPLAN.

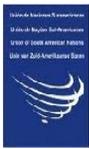
The Integration Territorial Programs (PTIs) will be developed by the countries involved in the Program, with coordination by the CCT, based on the methodology defined in Action 3.1, and they will be evaluated by the Coordinating Committee for their approval by the COSIPLAN.

5.3 - Methodology for Monitoring and Evaluation:

5.3.1 - Technical Groups (GTs, in Spanish) for Monitoring the Actions of this PAE, of the APP and of the PTIs

The GTs will be formed for the monitoring of the Actions of this PAE, of the APP and for each of the PTIs, integrated by the countries involved in the respective EIDs and PTIs.

The proposals for updates or revisions of these instruments will be routed towards the



respective groups for evaluation and approval.

5.3.2 – Systems of Georeferenced Information

Systems of georeferenced information will be used as a tool for monitoring the implementation of the endeavors of the Project Portfolio, of the APP and the PTIs.

6. Schedule

		Plan de Trabajo Anual COSIPLAN										
Objetivo	Programa de Trabajo	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
1	Ação 1.1	[Bar chart]										
	Ação 1.2	[Bar chart]										
2	Ação 2.1	[Bar chart]										
3	Ação 3.1	TO BE UPDATED										
	Ação 3.2											
4	Ação 4.1	[Bar chart]										
	Ação 4.2											
5	Ação 5.1	[Bar chart]	[Bar chart]									
	Ação 5.2		[Bar chart]									
6	Ação 6.1.1	[Bar chart]										
	Ação 6.1.2	[Bar chart]										
	Ação 6.1.3	[Bar chart]										
	Ação 6.2.1	[Bar chart]										
	Ação 6.2.2	[Bar chart]										
	Ação 6.2.3	[Bar chart]										

*References:

Objetivo: Objective

Programa de Trabajo: Work Program

Ação: Action

Plan de Trabajo Anual COSIPLAN: COSIPLAN Annual Work Plan

7. Revision

This Action Plan will be revised after 5 years.

Notes:

The paragraphs highlighted in yellow will be discussed in the meeting that will be held from July 19th to July 21st, 2011, in the city of Montevideo.

The paragraphs highlighted in blue are quotes related to the characteristics and criteria of the APP agreed in the meeting that was held from June 14th to June 16th, 2011, in the city of Bogota.



SOUTH AMERICAN COUNCIL OF INFRASTRUCTURE AND PLANNING
(COSIPLAN, for its acronym in Spanish)