

# **APPENDIX**

## APPENDIX A

MINECON-CORFO-JICA TECHNICAL COOPERATION

THE STUDY FOR PROMOTION OF INVESTMENTS AND EXPORTS  
FOR THE BALANCED ECONOMIC DEVELOPMENT IN THE REPUBLIC OF CHILE

### **Why Is It So Difficult to Grant a Concession in the Port of Arica? – Analysis of Present Situation and Proposal for Development Strategy –**

January 2001 (Revised)

Satoko Emoto, Export and Investment Promotion (2)  
Naoya Takebe, Export and Investment Promotion (1)  
Toshisada Katsurada, Infrastructure Development

---

#### Table of Contents

Introduction.....	A - 1
1. Present Situation .....	A - 2
1.1 Facilities and Operations .....	A - 2
1.2 Cargo Handling.....	A - 3
1.3 Shippers and Agents .....	A - 5
1.4 Parties Concerned with Port Management.....	A - 6
1.5 Financial Situation.....	A - 9
1.6 Issues for Future Development .....	A - 10
2. International Treaties that Affect Port Operation.....	A - 10
2.1 The 1904 Treaty with Bolivia .....	A - 10
2.2 The 1929 Treaty with Peru .....	A - 12
3. First Bidding for Concession (Failed).....	A - 13
3.1 Bidding Process .....	A - 13
3.2 Bidding Terms .....	A - 13
3.3 Reasons for No Bidder .....	A - 15
3.4 Responses of the Authorities Concerned .....	A - 17
4. Strategy to Improve the Port of Arica .....	A - 18
References.....	A - 21
Supplement .....	A - 22



Overview of the Port of Arica

## Introduction

The Port of Arica is located in Arica, Region 1 (Tarapacá), about 20 km south of the Peruvian border and 200 km west of the Bolivian border. The port started a bidding process during 1999 with the purposes of obtaining private investment in the port and improving the port operations through the granting of a concession. Although some private consortiums purchased the Terms of Reference of the bidding, none of them bid for the concession. The Arica Port Company, together with the authorities concerned, is currently analyzing the causes of the failure, based on which the next bidding process is to be prepared.

This paper was prepared to discuss possible measures to improve the facilities and operations of the Port of Arica with not only those who are involved in the granting of a concession but also those who are concerned with Arica's future development. The improvement of the port is important because it is a prerequisite for Arica's becoming a main gateway to the Pacific Ocean in the central zone of South America. The final version of this paper, based on the discussions and other information to be obtained, will be presented in the Final Report of the study. Therefore, any comments on and additional information for this paper will be highly appreciated.



Overview of the Influence of the Port of Arica

# 1. Present Situation

## 1.1 Facilities and Operations

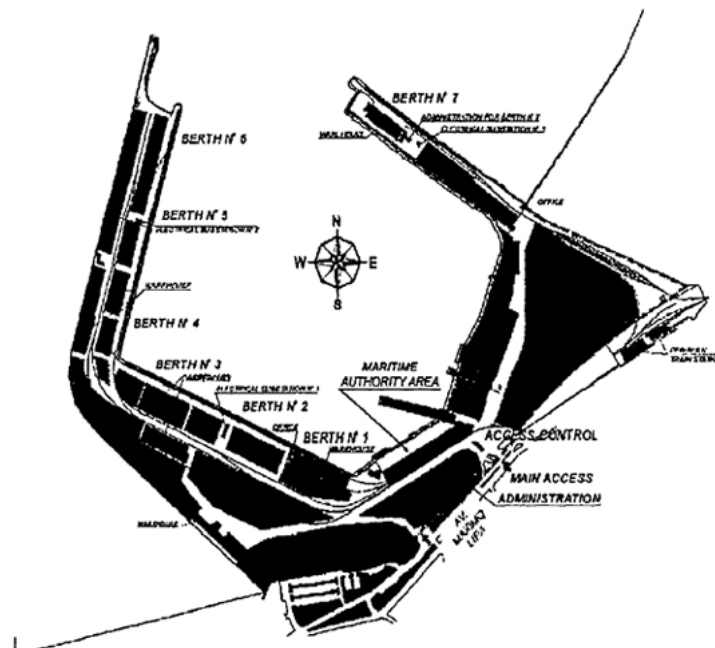
The Port of Arica is situated in Arica, the northernmost city of Region 1 (Tarapacá) and Chile, located about 20 km south of the Peruvian border and 200 km west of the Bolivian border. The port was constructed between 1960 and 1966 and currently possesses a cargo handling capacity of 2 million tons per annum.

The port consists of two multi-purpose terminals, *Molo de Abrigo* Terminal and *Molo Norte* Terminal, with a total of seven berths (Berths No. 1-No. 6 for the former and Berth No. 7 for the latter). The total land space is 358,454 m<sup>2</sup>, including 130,656 m<sup>2</sup> of open storage area and 17,276 m<sup>2</sup> of covered storage area with six warehouses for general and hazardous cargo. Table 1.1 and Figure 1.1 describe the facilities available and their conditions at the Port of Arica.

**Table 1.1 Terminals and Berths of the Port of Arica**

Terminal	Berth	Length (m)	Dredged depth (m)	Covered storage area (m <sup>2</sup> )	Stacking area (m <sup>2</sup> )	Construction details
Molo de Abrigo	1	114	4.00	1,900	18,852	Concrete blocks
	2	200	4.90	0	32,260	Cells of metallic sheet piles
	3	200	8.20	8,000	26,720	Cells of metallic sheet piles
	4	170	9.75	5,376	12,700	Dike of sheet-pike cells
	5	170	8.60	0	13,540	Dike of sheet-pike cells
	6	170 </td <td>9.75</td> <td>0</td> <td>11,864</td> <td>Dike of sheet-pike cells</td>	9.75	0	11,864	Dike of sheet-pike cells
Molo Norte	7 (for Peru)	200	7.90	2,000	14,720	Cells of metallic sheet piles
	Total	1,224		17,276	130,656	

Source: Arica Port Company.



**Figure 1.1 Layout of the Port of Arica**

Source: Arica Port Company.

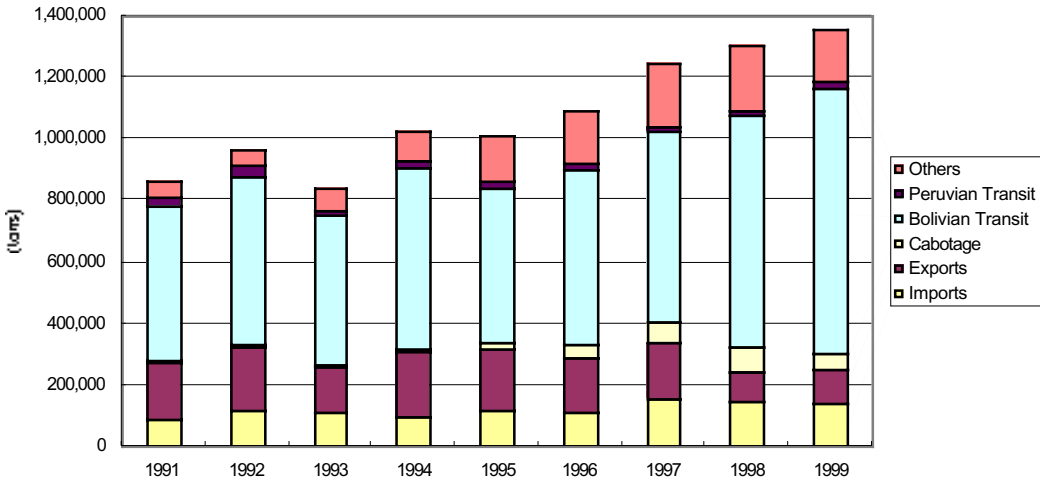
In addition to these facilities, the Port of Arica has acquired an extra-port deposit called “Punta Gallinazo” (Galvanized Point), which is located 12 km north of the port. The project will add an area of 40 ha to the existing capacity of the port, providing a deposit for bulk minerals, a container terminal, and multi-services to support transport activities.

The total cargo transferred in 1999 was 1.35 million tons, 67.5% of the current capacity. The use of the berths is around 30-35% per year, leaving a significant margin to continue operating without a risk of saturation, at least for the next 5 years. Its security system is supported by professional staff and technological equipment, including video cameras to monitor the 24 hours-a-day operations of the port. The port has experience in handling international cargo, especially Bolivian transit cargo, which accounted for 63.5% of the total cargo transferred in 1999.

The city of Arica is well connected with its hinterland (including Bolivia, Peru, Argentina, and Brazil) and major cities in other zones of Chile through road and railway networks and airway connections: Arica-La Paz Railway; Arica-Tacna Railway; the 500 km road to La Paz through Tambo Quemado; the 50 km road to Tacna; Panamerican Highway to Santiago; and daily flight services to La Paz, Iquique, Antofagasta, and Santiago.

**1.2 Cargo Handling**

In 1999, the Port of Arica handled 1.35 million tons of cargo, increasing by 3.5% from the previous year. Despite Chile’s generally stagnated trading activities in the late 1990s,<sup>1</sup> the cargo handling at the Port of Arica steadily expanded, achieving a compound average annual growth rate of 5.8% for the period of 1991-1999. As shown in Figure 1.2, however, it is largely explained by the high growth of Bolivian transit cargo (including both import and export).

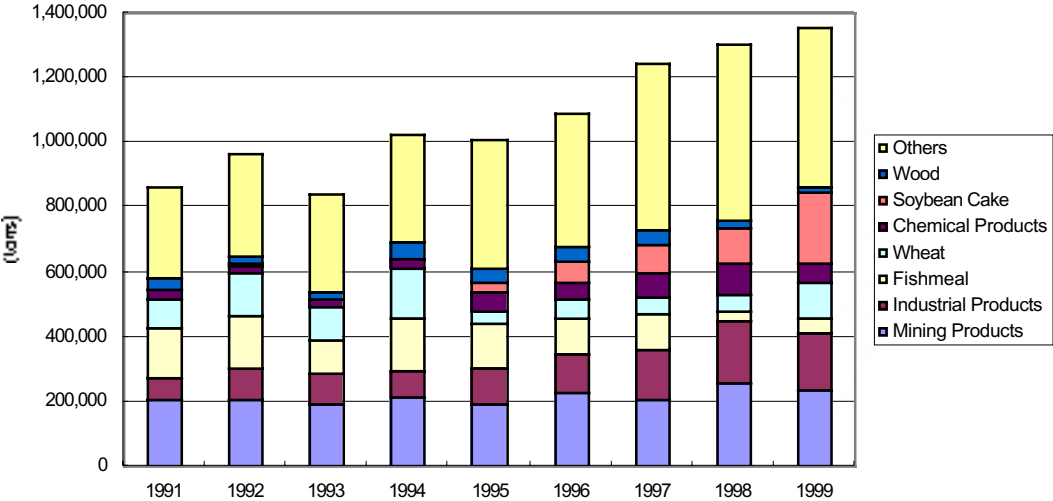


**Figure 1.2 Cargo Handled at the Port of Arica by Operation (1991-1999)**

Source: Arica Port Company

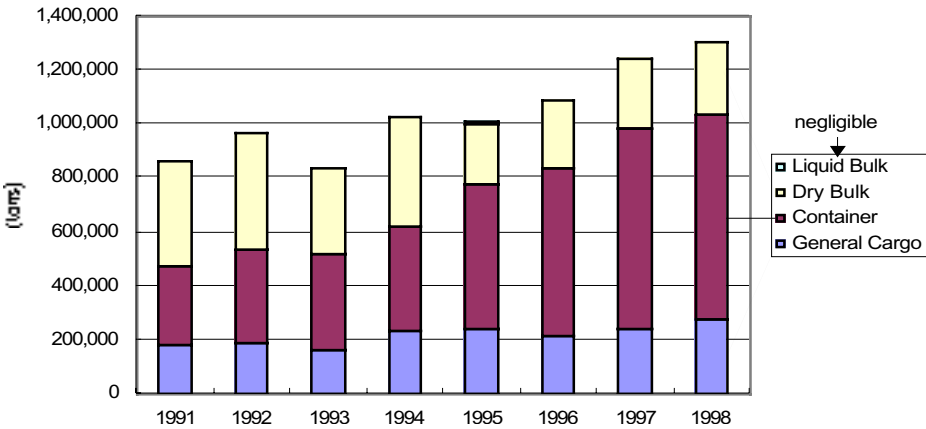
<sup>1</sup> Between 1997 and 1998, Chile’s exports and imports decreased by 12% and 5%, respectively, affected by the Asian economic crisis. See, Ministry of Economy, CORFO, and JICA, *The Study for Promotion of Investments and Exports for the Balance Economic Development in the Republic of Chile*, Progress Report I, August 2000, p. 1-27.

The main cargoes handled at the Port of Arica are: 1) mining products; 2) industrial products; 3) soybean cake; 4) wheat; and 5) chemical products as illustrated in Figure 1.3. While mining product cargo, mainly for export, has maintained its leading position, soybean cake is the fastest growing commodity at the port in the last five years. The soybean product is currently exported principally by Bolivia to other Andean Pact's member countries, such as Colombia, Venezuela, and Peru, but is expected to increase its importance in cargo handling at the Port of Arica as the road connections from Brazil and the eastern part of Bolivia are improved.



**Figure 1.3 Cargo Handled at the Port of Arica by Product (1991-1999)**  
 Source: Arica Port Company

Container movement at the Port of Arica grew fast in 1991-1998 as shown in Figure 1.4 (with a compound average growth rate of nearly 15% for the period). The port handled 756,089 tons of containers (equivalent to 75,288 TEU) during 1998, ranking first in the container market of the North Zone and Southern Peru. In light of such rapid growth of container movement, it has become obvious that the port must prepare its facilities and equipment for handling a larger volume of containers more efficiently.



**Figure 1.4 Cargo Handled at the Port of Arica by Type of Cargo (1991-1998)**  
 Source: Arica Port Company

Arica’s share of the total cargo handled by major ports in the North Zone and Southern Peru (i.e., among Arica’s “competitors”) reached 20% in 1999, as indicated in Figure 1.5. While the share of the Port of Antofagasta (exporting mainly mining products) is far larger than those of the other ports, the Port of Matarani (handling mainly bulk cargo) has been growing fastest, exceeding the cargo handling of the Port of Iquique in 1999. The growth is owing largely to its aggressive port sales, as characterized by a lower port charge, associated with the improvement of access infrastructure (especially roads) and port facilities in recent years. Bolivian exporters interviewed in this study expressed that they were increasingly interested in using the Port of Matarani as an alternative to the Port of Arica, though agreeing that the latter would continue to be the natural gateway for Bolivian cargo.

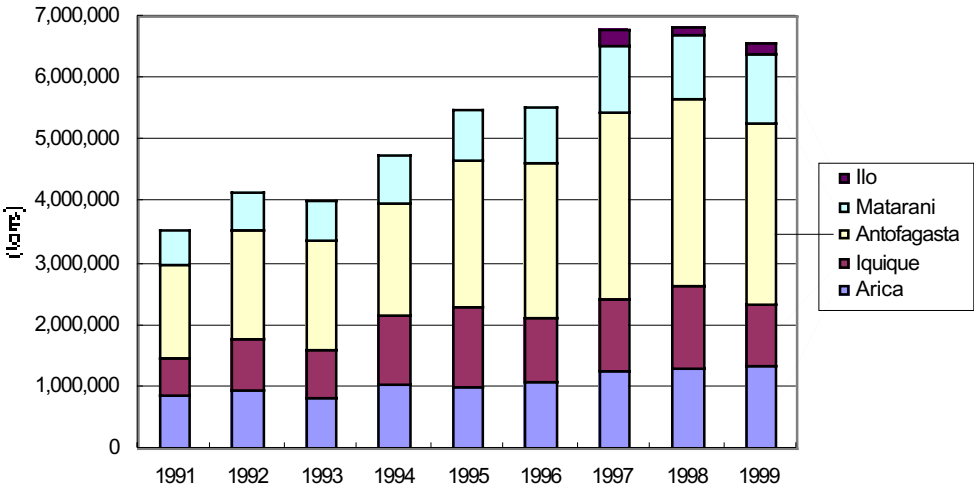


Figure 1.5 Cargo Handling at Major Ports of the North Zone and Southern Peru (1991-1999)

Source: Port Companies of Arica, Iquique, Antofagasta, Matarani, and Ilo

### 1.3 Shippers and Agents

The users, shippers, and shipping agents of the Port of Arica include major enterprises in the macro-region, including Chile, Bolivia, Peru, and Brazil (those originally from Brazil but also operating in Bolivia), and the world as shown below. Such a situation suggests that the port has a potential to become a main gateway to the Pacific Ocean in the central zone of South America once its facilities and access infrastructure (including bioceanic corridors) are substantially improved in the future.

(1) Shippers and Consignees (cargo owners including both exporters and importers)

Cargo	Enterprises
Mining products	Cormin, Sogem, Lambol, Intraini (all Bolivian exporters)
Industrial products	Portal Textile, Celulosa y Derivados S.A., Imextran SRL, Alke & Co. Bolivia S.A.
Chemical products	Union Carbide, Quimbol, Ind. Ravi, Petroquim SRL, Vitro PQ Quimica S.A.
Soybean products	ADM-SAO S.A., Industrias Oleaginosas, Industria Aceitera S.A.

Source: Arica Port Company

(2) Carriers

Carrier (Liner)	Destinations
Maersk	Europe, Asia, North America, South America, Central America
Harrison Line	Europe
C.G.M.	Northern Europe, U.S.A.
C.S.A.V.	North America (East and West Coasts and the Gulf), South America (East and West Coasts)
P&O Nedlloyd Lines	Europe
Inchacape Shipping Services	Argentina, Europe
Seaboard Marine	South America (West Coast), the Caribbean, North America (West Coast)
C.C.N.I	South America (West Coast), the Caribbean, U.S.A. (East Coast)

Source: Arica Port Company

(3) Shipping, or Forwarding, Agents

The shipping agents and stevedoring companies operating in the Port of Arica include AGENTAL, MARVAL, SAAM, IAN TAYLOR, AGUNSA, NAVIPOINT, SAOMARCO, and ULTRAMAR.

(4) Dockage Agents

The dockage agents operating in the Port of Arica are AMBOL, SERCABOL, TRANSITMAR, and ORBERBAR.

**1.4 Parties Concerned with Port Management**

(1) Arica Port Company (Empresa Portuaria Arica)

The Port of Arica is managed and operated by the Arica Port Company (Empresa Portuaria Arica), one of the state-owned port companies established in 1998 based upon Law No. 19,542 of December 1997. These companies were formerly held by Empresa Portuaria de Chile (EMPORCHI) but divided into 10 independent entities in order to accelerate necessary investments in port terminals through awarding concessions to the private sector and to enhance the competitiveness of each port through decentralized management.

The Arica Port Company, like other 9 port companies, is a statutory entity under the public law and has its own assets, unlimited duration and under government control through the Ministry of Transport and Telecommunications (MTT). The company is responsible for the management, exploitation, development, and preservation of the port and its terminals, as well as for the assets held. The company is thus allowed to perform any activities and projects related to the port operations, including construction, renovation, repairs, and preservation works.

The company is required to involve third parties in port operations through: 1) the granting of concessions; 2) lease contracts; or 3) the creation of joint ventures. The maximum duration for cases 1 and 2 is 30 years. Terminal operations and the construction of new terminals, however, will have to be done only through the tendering of concessions. The private sector can be in charge of loading, unloading, and transfer of cargo between ships and storage facilities.



The company is managed by the Board of Directors of three members appointed by the President of the Republic in accordance with Law No. 19,542. The Board appoints the General Manager, who has all the power and obligations of the management in additions to those set forth by the said law and those granted by the Board. The organizational chart is presented in Figure 1.6.

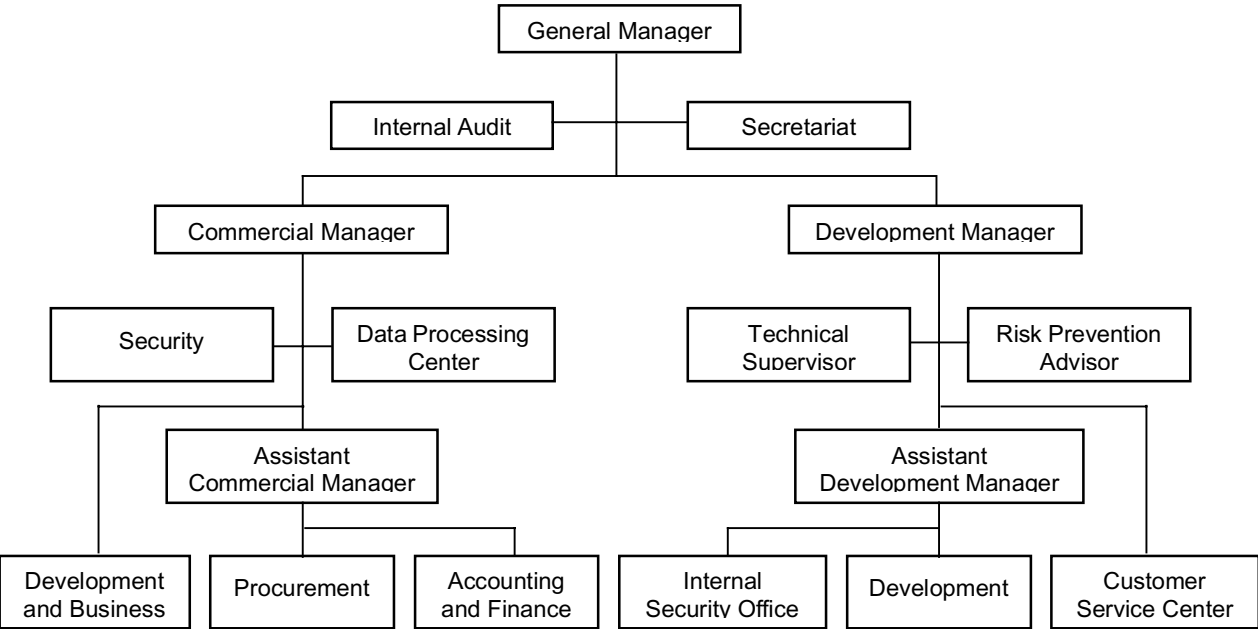


Figure 1.6 Organization of the Arica Port Company

Source: Arica Port Company

(2) Ministry of Transport and Telecommunications

The Ministry of Transport and Telecommunications (MTT) is in charge of the supervision of all aspects related to the management and operation of the Arica Port Company and the control of its assets. For example, the port company was incorporated in April 1998 through a decree issued by the MTT. The port areas can only be modified at the request of the port company through a decree issued by the MTT. The MTT provides advise for the formulation of the Master Plan (with a term of 20 years) and the Suggested Investment Schedule (5 years) of each port company. The Master Plan and Suggested Investment Schedule are not compulsory but serve as guidelines for local and foreign investors in the granting of concessions and the development of new private investment ventures in each port. The MTT also approves the technical rule issued by each port company for the use of its terminals.

(3) Ministry of Finance

The Arica Port Company must report its financial performance to the Ministry of Finance and pay IVA and taxes on the profit. The company must also submit a part of the profit, as a dividend, to the Ministry of Finance and is thus not allowed to re-invest the profit for the improvement of the port facilities. The budget of the port company is approved jointly by the Ministry of Finance, Economy, and Transport and Telecommunication through an

executive decree. The Ministry of Finance is responsible for paying to the port company the cost of storing Bolivian transit cargo for the duration of 365 days for import cargo and 65 days for export cargo, based on the Treaty of Peace, Friendship, and Commerce signed between Chile and Bolivia in 1904, as described in the next chapter. Such a payment, made from the state treasury, amounted to 2,550 million pesos (approximately US\$5 million) in 1999.

#### (4) Ministry of External Relations

The Ministry of External Relations is in charge of negotiations for international treaties and agreements, particularly with Bolivia and Peru, which condition the operation of the Port of Arica. The Peace Treaty of 1904 between Chile and Bolivia and subsequent trade agreements have established favorable commercial conditions for Bolivian cargo imported and exported through the Port of Arica. According to the Certificate of Execution of the 1929 Treaty between Chile and Peru, the Port of Arica handed over the operation of Berth No. 7 to the National Company of Ports (ENAPU) of Peru in November 1999. These treaties have significantly affected the granting of a concession in the port, as described in the following chapters.

#### (5) Business Management System (Sistema Administrador de Empresas, or SAE)<sup>2</sup>

The Business Management System (SAE) is an entity created to administrate enterprises, societies, and assets for which CORFO possesses actions, rights or other title of property. For the fulfillment of its function, SAE executes all the rights as a partner, shareholder, or property owner of the enterprises under its jurisdiction through the boards of directors. The boards of directors have large influence on the administration and are fully responsible for carrying out, in each enterprise, the general objectives and policies of SAE.

SAE's main objective is to enhance the efficiency and competitiveness of public enterprises. For this purpose, it has an internal organization in which officers in charge of each enterprise function as a counterpart of the enterprise in analyzing the accomplishment of its final goal, implementation of projects, and execution of established budgets. Of special importance is to establish procedures to prevent any act that implies corruption at all levels. SAE, as a holding company of the state, provides assistance to obtain a better result of each one of its integral entities so as to contribute to improving the quality of life of all the Chilean people.

Public enterprises owned by SAE include METRO S.A. (with SAE's share of 77.0%), TRANSMARCHILAY S.A. (96.1%), ZOFRI S.A. (51.0%), POLLA S.A. (99.0%), COTRISA S.A. (93.7%), and sanitary-related enterprises such as ESSAT S.A. and ESSAN S.A. (both 99.0%).

In the capacity as mentioned above, as well as by the MTT's request to CORFO, SAE has been supervising the tender offer process of the Port of Arica. Since none of the parties who had purchased the Terms of Reference presented a bid to obtain the terminal concession in February 2000, SAE, together with MTT and the Arica Port Company, has been reviewing factors for the lack of the private sector's interest in the bidding. SAE has also requested an

---

<sup>2</sup> This section is based on information obtained at: <http://www3.corfo.cl/sae/presenta/presents.html>.

analysis of conditions necessary to realize future bidding and attract private capital.

#### (6) Bolivian Port Service Administration (ASPB)<sup>3</sup>

The Bolivian Port Service Administration (ASPB) was created in December 1996 as an official customs agent that provides necessary services for transit cargo from and to Bolivia, taking over the work of its predecessor, Autonomous Administration of Customs Warehouses of Bolivia (AADAA), established in 1965. ASPB started its services in June 1997 and has established offices in Arica, Antofagasta, Matarani, Illo, and Rosario (Argentina), Altamira (Uruguay), and Quijano (Paraguay) since then. It is planning to set up new offices in Mejillones, Iquique, and Tocopilla in January 2001. ASPB's services include:

- Reception, verification, storage, safekeeping, control, and certification of all types of goods in transit for import or export
- Stacking and unstacking of containers
- Arrangement of the dispatch of import or export cargo by the request of clients
- Taking care of and storing transit cargo at warehouses
- Loading and unloading of cargo
- Free storage of cargo for 365 days for import cargo and 65 days for export cargo (only at the Ports of Arica and Antofagasta)

At the Port of Arica, ASPB contracts for loading and unloading services with SAAM (for general and bulk cargo) and CONTORSA (for containers). ASPB's function is basically the same as the Arica Port Company's and, therefore, it seems to be redundant. Its main task, however, is to issue a document called "Unique Port Document to Bolivia (DPUB)" for transit cargo to Bolivia after inspection by one Bolivian and one Chilean officers. DPUB is an official document of the Integrated Transit System (SIT), which was established, based on the 1904 Treaty, between the Chilean and Bolivian governments in 1975 specifically to ensure cargo transit through the Port of Arica to Bolivia. Charges for these services depend on the cargo (weight, kind, duration of storage, etc.) but are as high as US\$120/container.

### 1.5 Financial Situation

The financial statements of the Annual Report of the Port of Arica indicate that the operating results amounted to 2,464 million pesos (about US\$4.9 million) in 1999, corresponding to a 53% increase from the previous year (for the eight-month period from May to December 1998).<sup>4</sup> The net profit after taxes was 1,222 million pesos (about US\$2.4 million) in 1999, increasing by 6% as compared with the previous year (for the eight month period mentioned above). The port company has short-term and long-term liabilities with the Barcklays Bank and the Chilean State.

---

<sup>3</sup> This section is based on the brochure of the Bolivian Port Service Administration (ASPB); Pedro Perez Mendez, *Transito Comercial Irrestricto por Puertos del Pacifico Arica y Antofagasta Otorgado a Bolivia*, Arica: Impresores Digitales Ltda, 1999; and a personal interview with Mr. Juan Carlos Valdivia, Manager, ASPB Arica Office on December 5, 2000.

<sup>4</sup> Empresa Portuaria Arica, Annual Report, *Puerto Arica 1999 Annual Report and Balance Sheet*, 2000, pp. 33-60.

## **1.6 Issues for Future Development**

Although the Port of Arica is unarguably one of the most important gateways to the Pacific in the macro-region (Northern Chile, Southern Peru, Bolivia, Southwestern Brazil, and Northwestern Argentina), it must tackle the following issues in order to maintain its leading position therein. The improvement of facilities and services is an urgent task for the port to meet the demand for cargo handling which has been growing and is expected to grow further in the future.

- 1) Superannuated infrastructure: The port was constructed between 1960 and 1966 and, therefore, wharves and breakwaters are superannuated. In particular, wharves are not strong enough to install heavy equipment for cargo handling and stack more than two containers thereon.
- 2) Insufficient space for container yards and warehouses for bulk and general cargo: The port does not have enough space inside the port and is therefore creating a storage area that will have a deposit for bulk minerals and a container terminal outside the port.
- 3) Insufficient water depth: Even the berths with the deepest draft of the port (9.75 m at Berth No. 4 and Berth No. 6) cannot provide services for large vessels such as a panamax with the weight of 50,000 tons or more, which require a draft deeper than 12 m.
- 4) Contamination problems: The deposit facilities of minerals are not adequately developed to prevent contamination problems. Trucks loaded with such cargo may also pollute the city's environment as the access roads go through residential and commercial areas.
- 5) Inadequate equipment for cargo handling: The port has no modern-type cranes and equipment to handle cargo, especially containers, at the port. It does not have a country elevator for grain cargo, either. More storage facilities for bulk cargo are also necessary.
- 6) Low efficiency in port operations: Although there was a gradual increase in the transfer speed (the volume of cargo transferred by vessels per hour of actual work) in recent years, the average speed was 150 tons/hour for 1999. It is much lower than that of the privately operated terminal of the Port of Iquique (192 tons/hour for the period of July-October 2000).<sup>5</sup>

## **2. International Treaties that Affect Port Operation and Concession**

### **2.1 The 1904 Treaty with Bolivia**

Based on the Treaty of Peace, Friendship and Commerce signed in 1904 and other subsequent agreements, Chile has provided Bolivia with the facilities of transport and communications that were nonexistent until then. Among those treaties and agreements, the 1904 Treaty is definitely the most important since it seems to be grounds on which the Bolivian government negotiates with the Chilean government concerning the use of the Port of Arica, as well as of

---

<sup>5</sup> Port Companies of Arica and Iquique.

the Port of Antofagasta. Even when the issue under discussion is not explicitly stated in the Treaty, according to Chilean experts, a final decision is made through the interpretation of the Treaty by both sides. The 1904 Treaty reads:

Article 6 – The Republic of Chile recognizes, in favor of Bolivia and in perpetuity, the full and free right to commercial transit through its territory and ports on the Pacific coast. Both governments agreed, in special acts, on the convenient regulation to secure, without damage to their respective fiscal interests, the above-expressed purpose.<sup>6</sup>

Article 7 – The Republic of Bolivia will have the right to constitute customs agencies at the ports that the republic designates for its trade. Such ports qualified to do its trade are the Ports of Antofagasta and Arica. The agencies take care of transit cargo, direct it from the wharf to the railway station and load and transport it to the customs of Bolivia in wagons closed and sealed with a customs clearance that indicates the size, weight and mark, number, and content, which will be exchanged with a return customs clearance.

As a means to achieve this objective, Chile linked the Altiplanic capital with the Pacific Ocean by constructing the Arica-La Paz Railway from its own treasury.<sup>7</sup> Furthermore, Chile assisted to connect interior railroads; granted port facilities at the Ports of Arica and Antofagasta for the free transit of Bolivian cargo; permitted the installation and operation of customs offices in Chilean ports, which is still valid today; and provided storage facilities inside the ports without charging for transit cargo. Chile has granted all the facilities for the installation of an oil pipeline between Sicastica and Arica. The initial clauses related to this agreement were changed to enable Bolivia to export and import products by this route, by which the concession of the maritime front of the said oil pipeline was renewed for another 20 years from 1999.

There also exists the Integrated System of Transit (SIT), which started in 1975. By means of meetings at least twice a year, Chilean and Bolivian authorities concerned with ports, customs, and relevant transport have established one common system for Bolivian cargo transit and its corresponding documentation procedures. An integral part of SIT is the Center of Information and Coordination (CIC), consisting of the representatives of EMPORCHI (presently the Port Companies of Arica and Antofagasta), the Arica-La Paz Railway, Chile's National Customs Services, AADAA (presently ASPB), and the Bolivian sector of port users.

The Ports of Arica and Antofagasta have assigned a space of 30,000 m<sup>2</sup> within the respective port areas, where Bolivian import cargo, in transit to the country, can be stored free of charge up to one year.<sup>8</sup> If there is no space available in the port areas, the Chilean government pays for a maximum of 60 additional days in other areas. Similarly, export cargo in transit to overseas, particularly bulk minerals of zinc and lead (around 300,000 tons per annum), can enjoy free storage for 60 days and count on an additional space of 4 ha for their storage.

---

<sup>6</sup> Tratado de Paz, Amistad y Comercio entre Chile y Bolivia, suscrito en Santiago de Chile el 20 de octubre de 1904, ratificaciones canjeadas en La Paz, el 10 de marzo, de 1905, promulgado el 21 de marzo de 1905, publicado en el "Diario Oficial" No. 8169, de 27 de marzo de 1950. Translated by the JICA Study Team. An English translation of the entire Treaty, which consists of 12 articles, will be provided in the Final Report of this study.

<sup>7</sup> This paragraph and the following three paragraphs are based largely on the information provided by the Ministry of External Relation on its website (<http://www.minrel.cl/pages/politicos/asur/bolivia.html>).

<sup>8</sup> At the Port of Arica, the storage space available for Bolivian import cargo is 32,000 m<sup>2</sup> of open areas and 5,400 m<sup>2</sup> of covered areas.

Also, both ports have assigned warehouses of 10,000 m<sup>2</sup> and protected zones for storing dangerous cargoes.

There are also special tariffs for Bolivian cargo in FIO (“free in and out,” i.e., cargo with loading and unloading charges paid by shippers) conditions, i.e., 20% lower than the market price. All these facilities are superior to the recommendations of the Convention on the Commerce of Land-locked Countries of the UNCTAD.

## **2.2 The 1929 Treaty with Peru<sup>9</sup>**

In accordance with the Certificate of Execution of the 1929 Treaty, an agreement for the handing-over of Berth No. 7 to the Peruvian government was signed on November 13, 1999. Peru was to manage the terminal, though still under Chilean sovereignty, through the National Port Company (ENAPU) of Peru for an indefinite time. By this agreement, Chile and Peru concluded the negotiations for the Certificate of Execution, finalizing the unsettled articles of the Treaty of 1929 and its Complimentary Protocol.<sup>10</sup> These articles had established obligations that Chile would construct, at its own cost, and put into the service of Peru one wharf terminal in the Bay of Arica, one office for customs services, and one terminal station for the railway to Tacna. In these establishments and zones, Peru’s transit commerce can use independent facilities.

The 1929 Treaty and its Complementary Protocol established a concept of absolute free transit of persons, cargo, and arms to and from the Peruvian territory through the Chilean territory. Chile and Peru also discussed tools accompanying the Certificate of Execution, which clearly illustrate the localization of those facilities and the area connecting the railway station with the wharf. Along this line, Peru executes free transit and carries out customs services for its cargo as disposed by the treaty.

The National Railway Company (ENAFER) of Peru and ENAPU administer the establishments and zones designated to respective companies, i.e., the former for railway activities and the latter for wharf management. ENAFER, the successor of the concession granted in the 19th century, had already been operating the Arica-Tacna Railway for many decades in the manner that apart from the Certificate, it would more actively connect the wharf with the railway system and corresponding installations.

The Certificate of Execution contains a regulation that details procedures that apply to the ENAPU and ENAFER and those corresponding to the Peruvian Customs, the control of entry and exit of transit cargoes in the establishments and zones, and their functions from the railway to the wharf terminal. The Chilean and Peruvian Customs will cooperate in the case of illicit acts, which is especially important for the prevention and control of drug trafficking.

The wharf terminal, administrated by ENAPU, forms a part of the port complex of Arica. Therefore, the Certificate of Execution signed between the Arica Port Company and ENAPU

---

<sup>9</sup> This section is based on the Certificate of Execution signed on November 13, 2000, as well as on the information provided by the Ministry of External Relation on its website (<http://www.minrel.cl/pages/politicos/asur/peru.html>).

<sup>10</sup> At its culmination, Chile and Peru inaugurated the Cristo de la Concordia in a plaza agreed upon by the two countries on the Morro de Arica in November 2000. The Cristo, a large bronze statue, extends his arms in the manner that one is oriented towards Chile and another towards Peru.

also includes agreements concerning port charges and solutions to operative controversies towards the objective of generating one competitive, equitable, and sound transport mark to enable Peruvian cargoes transferred by the wharf to have diverse origins and destinations. The wharf can be utilized in the case of port congestion, though import cargo not destined to Peru cannot be stored therein. The transit cargoes can be transported by the railway or roads, based on: 1) the regime of free transit defined in the 1929 Treaty and its Complementary Protocol for the railway; and 2) the Agreement on International Terrestrial Transport of Countries of the Southern Cone, adopted in 1990, for roads.

### **3. First Bidding for Concession (Failed)**

#### **3.1 Bidding Process**

With the advice of the Dresdner Kleinwort Benson South Andes Ltda., the Arica Port Company developed a bidding process during 1999 with the purposes of obtaining private investment in the port and improving the port operations through the granting of a concession. This process involved the following four stages.<sup>11</sup>

- 1) Promotion of the process by means of an information memorandum and selling the bidding terms (the Terms of Reference, or TOR)
- 2) Visits of the General Manager to each consortium that had purchased the bidding terms
- 3) Technical and visual information on the port company was provided to interested companies
- 4) Port visits and subsequent discussions and analysis of managerial and contractual issues

The port company started selling the TOR in September 1999 and set January 27, 2000 and February 14, 2000 as the dates for the reception and opening of the bidding proposals, respectively. Although six consortiums purchased the TOR, none of them bid for the concession.<sup>12</sup> The Port of Arica became the first case of failure in the tendering of a port concession in Chile. Other cases, i.e., the Ports of Valparaiso, San Antonio, and San Vicente in the first stage of the concession process in the Chilean port sector and the Port of Iquique in the second stage, have all been done successfully.

#### **3.2 Bidding Terms**

##### **(1) Facilities Subject to Concession**

- Berths No. 1 – No.3 (*Explanada Sur*) and their backup areas representing 108,209 m<sup>2</sup>. These backup areas include: 1) covered warehouses of 9,972m<sup>2</sup>; and 2) offices (e.g., a container terminal office, ASPB's office, etc.) of a total 697 m<sup>2</sup>.<sup>13</sup>

---

<sup>11</sup> Empresa Portuaria Arica, op cit., p. 19 and p. 59.

<sup>12</sup> To the knowledge of the JICA Study Team, the consortiums that purchased the TOR included stevedoring companies, shipping agents, and food processing companies of Chile and Bolivia.

<sup>13</sup> The transfer of this sector accounted for 28% of total cargo transferred, 60% of general cargo transferred, 22% of containers transferred, and 15% of the total bulk cargo transferred by the port in 1998, respectively. Berth No. 1 is not used for cargo transfer but for small ships such as tugboats. Bulk cargo is transferred only by Berth No. 3 within this sector.

- *Muelle Comercial* Sector of 260 m in length including Berth No. 4 and a part of Berth No. 5 (90 m) and an area of 23,660 m<sup>2</sup>, of which 19,130 m<sup>2</sup> is paved. Buildings and constructions include two warehouses of a total 4,500 m<sup>2</sup> and one office of a total 30 m<sup>2</sup>.<sup>14</sup>
- The backup area in the eastern sector. In the initial plan presented to potential bidders, the whole area of 97,941 m<sup>2</sup> was to be concessioned, but the area used for Bolivian mineral uncovered storage (presumably 28,596 m<sup>2</sup>) was later excluded from the area for bidding. This change significantly reduced the attractiveness of the concession to potential bidders. The eastern sector to be concessioned includes: 1) uncovered storage areas for general cargo (mostly fertilizers) of a total 9,560 m<sup>2</sup>; and 2) buildings and constructions of a total 862 m<sup>2</sup>. Except for the fishing terminal (rented to fishing companies and ship repair yards), there is no infrastructure or construction in this sector.
- Infrastructure investment in a bulk terminal in the eastern sector. This construction is to respond efficiently to the increasing demand of bulk cargoes. The new terminal should offer the best quality service and transfer speed for all kinds of bulk cargo, complying at the same time with all environmental requirements.

Berth No. 6 (including a part of Berth No. 5) would continue to be operated by the Arica Port Company in order to enable users to choose freely operators at the port (i.e., to put the port under a “multi-operators” condition). Until late 1999, Berth No. 7 was to continue under the administration of the port company but later handed over to the National Port Company (ENAPU) of Peru, as mentioned in the previous chapter.

## (2) Concession Period

The period of the concession offered was 20 years, which could be extended by a maximum of 10 years through negotiation with the Arica Port Company for the injection of additional capital in the port.

## (3) Rent

The concessionaire would have to pay a rent to the Arica Port Company for the use of the existing infrastructure. The rent would be established as a function of tons transferred. The rates to be charged by the concessionaire would be limited by the port company through a tariff index calculated by the following formula:

$$I = TMC + a * TMN + TTC;$$

where TMC (tarifa muellaje a la carga) and TMN (tarifas muellaje a la nave) are prices in US\$ for using the port charged by the weight of cargo transferred (US\$/ton) and by the length of the vessel and the time of mooring (US\$/meter/hour), respectively, and TTC (tarifa transferencia a la carga) is a price for cargo handling charged by weight (US\$/ton). This index would be adjusted annually by using the United States Producer Price Index for Finished Goods not Seasonally Adjusted (USPPI).

---

<sup>14</sup> This sector (including the remaining 80 m of Berth No. 5 not to be concessioned) handled 33% of the total cargo transferred, 22% of general cargo transferred, 37% of containers transferred, and 28% of total bulk cargo transferred by the port in 1998, respectively.



The costs for storage services for Bolivian transit cargo in the concession area would be paid by the Chilean government to the concessionaire.

#### (4) Requirements

The concessionaire would be required to make certain investments in port infrastructure and equipment, which would cost at least US\$20 million, according to the Arica Port Company. Such investments would include the improvement of Berths No. 3 or No. 4 so that they could moor panamax vessels and the introduction of modern-type cranes. In addition, there would be certain minimum requirements that the concessionaire must comply with, in terms of the efficiency of services, expressed by transfer speed and waiting time.

### **3.3 Reasons for No Bidder**

There is a subtle difference among the parties concerned in analysis about why the bidding process for the concession of the Port of Arica ended in failure. Several possible, and assumedly more important, factors are discussed in this section, though the first two factors seem to have most directly and seriously affected the decision-making of potential bidders.

#### (1) Handing-over of Berth No. 7 to Peru

The handing-over of Berth No. 7 to ENAPU substantially reduced the attractiveness of the concession to the potential bidders, by bringing about uncertainty about future competition (in 20-30 years) among the terminals of the Port of Arica. Even though the agreement attached to the Certificate of Execution signed in November 1999 prohibits the berth from storing import cargo destined to other than Peru and gives the minimum charge for vessel mooring and cargo handling, the potential bidders were not sure about the intention and policy of the Peruvian government for the berth.

SAE does not consider Berth No. 7 as the principal impediment to successful bidding but agreed that the handing-over had affected the bidding process. A potential bidder, (a stevedore) claimed that the Peruvian government could make investment to attract more cargo, Peruvian or not, referring to the case in which the public sector had decided to finance the investment in a public terminal of the Port of San Antonio after granting concessions at other terminals of the port. The potential investor contended that such a sudden change in the government policy would make it extremely difficult for a private company to take a bidding decision for a concession of 20 years or longer.

The Dresdner Kleinwort Benson Bank holds a view similar to the above potential bidder. Furthermore, according to the financial adviser, Berth No. 7, whose services had not been negligible for the preceding 30 years, was handed over to the Peruvian government “without prior notice” to them, only a few months before completing the bidding process. Thus, Berth No. 7 became a significant risk factor for the bidders.

To the question why the Chilean government suddenly handed it over to the Peruvian government in the middle of the bidding process, the financial adviser, as well as the Arica Port Company, responded that they did not know the reason but had to follow the government policy.

## (2) Exclusion of a Bolivian cargo storage area in the eastern sector from the concession

Another factor that adversely affected the bidders' decision was the exclusion of an uncovered storage area for Bolivian mineral cargo in the eastern sector from the concession. The payment of storage costs for Bolivian cargo from the state treasury is an important source of income to the port company, accounting for almost 60% of its total income.<sup>15</sup> Although the percentage share of the excluded space in terms of such a payment is not known, the exclusion definitely meant a reduction in the income of the prospective concessionaire. According to SAE, the space was excluded because the storage payment would be subsidies to a private enterprise.

## (3) High investment

A potential bidder pointed out that the concession, which required an investment of approximately US\$60 million in infrastructure and equipment, would not be profitable since they could not expect a significant increase in the cargo to be transferred by the port at least in the next five years. Moreover, their projected income had reduced due to the exclusion of the Bolivian mineral storage area from the concession. According to the bidder, it is also a "risky" situation that Bolivian and Peruvian transit cargoes occupy 60% and "10%"<sup>16</sup> of the total cargo transferred by the Port of Arica, respectively, as Chile does not necessarily have clear diplomatic policies with these two countries.

## (4) Requirement for multi-operators

According to the Arica Port Company, Berth No. 6 was excluded from the port facilities subject to the concession in order to comply with the 1904 Peace Treaty, which guarantees Bolivian cargo the "full and free right to transit" through Chilean ports. However, the condition of multi-operators is not required by the 1904 Treaty but was set forth by Law No. 19,542 to prevent a monopolistic situation in which shippers cannot freely choose an operator at the port.

However, an explanation given by the Iquique Port Company indicates that the multi-operators condition of Law No. 19,542 does not apply to each port but to public ports in the same region as a whole. Therefore, a concession of the whole Port of Arica can be granted to a single operator now that the Port of Iquique is multi-operated, keeping the Molo Terminal public while the concession of the Espigon Terminal was granted to the private sector. The Arica Port Company later admitted that this explanation was true, but they argued that Bolivians would still interpret the 1904 Treaty as a guarantee for their free selection of operators at the Port of Arica. In any case, the port company must discuss such an issue with the Bolivian government.

A concession including Berth No. 6 appears to be more attractive to bidders because the berth has the deepest draft and transfers the largest volume of cargo, accounting for nearly 40% of the total cargo transferred by the port in 1998. According to a potential bidder, however, they will not welcome the inclusion of Berth No. 6 into the concession area because Bolivian

---

<sup>15</sup> Empresa Portuaria Arica, Annual Report, op. cit., pp. 35-37.

<sup>16</sup> Peru's share is actually less than a few percent of the total cargo transferred at the Port of Arica, but this number is as said by the interviewee.

shippers may go away to other ports, especially Matarani or Ilo, if they cannot choose operators, i.e., cannot continue to enjoy the favorable conditions, in the Port of Arica. More important to them would be to include the storage space for Bolivian mineral cargo in the eastern sector.

#### (5) Improvement in Chile's relation with Bolivia

According to the Arica Port Company, there is a fear that the Chilean government may put one of its ports into Bolivia's operation since the political relationships between the two countries have dramatically improved in recent years. If this idea is materialized in a Pacific port other than Arica, the Bolivian government will require Bolivian shippers and consignees to use that port and the concession of the Port of Arica will become further unattractive. It is not clear if such a possibility really exists, but this comment implies that the Port of Arica would no longer be viable if it lost Bolivian transit cargo.

### **3.4 Responses of the Authorities Concerned**

As of December 2000, the responses of, as well as possible measures to be taken for the next bidding by, the Arica Port Company, the Dresdner Kleinwort Benson Bank as the financial adviser for the bidding, and SAE are as follows.

#### (1) The Arica Port Company

The basic policy of the management of the Arica Port Company is to follow the government policy and the decision to be made by the Board of Directors. To the question whether they were considering changing the terms of the next bidding, they responded that the Board of Directors was working to improve the situation but the problems that had originated from the 1904 Treaty and other agreements with Bolivia should have been solved by the government. But one thing clear to them is that they need private investment in order to cope with the increasing competition among the ports in the macro-region, especially with Matarani and Ilo.

To enhance the attractiveness of the concession, however, the port company is planning to invest US\$15 million in infrastructure and facilities, e.g., the reinforcement of the wharf and the breakwater for higher resistibility to earthquakes and the relocation of warehouses and expansion of cargo handling areas. Finances for these projects have not been specified, but possibilities include: 1) to obtain a budget from the government; and 2) to re-invest the profit from the existing operations provided that the Ministry of Finance agrees to such a proposal.

It should be noted that the management of the port company does not consider bidding as the only solution to improve the efficiency, and thus competitiveness, of the port, though they cannot make a final decision. They even think that a concession may not be possible within five years.

#### (2) Dresdner Kleinwort Benson Bank (the financial adviser to the Port Company for the bidding)

As of early December 2000, the financial adviser has not decided what to do for the next bidding. Their advice depends on the decision to be made by the Arica Port Company.

They explain that they are merely functioning as a financial adviser and, therefore, cannot interfere in the international political matter. They suggested that the JICA Study Team discuss the issue with SAE. According to SAE, the financial adviser is scheduled to present the first report about the failed bidding to SAE (and probably to the port company) on January 15, 2001.

### (3) SAE

SAE has been studying the factors for the bidding failure and is supposed to complete the study by March or April 2001. They expect the concession to be granted in 2002. They do not consider the handing-over of Berth No. 7 to the Peruvian government so serious because the berth can only transfer Peruvian transit cargo based on the Certificate of Execution.<sup>17</sup> However, they agree that the exclusion of the Bolivian cargo storage area in the eastern sector from the concession significantly reduced the attractiveness of the concession. Therefore, they are examining some measures to improve the condition so that the concessionaire can earn enough income from the concession.

## 4. Strategy to Improve the Port of Arica

Based on the recognition that the enhancement of the international competitiveness of the Port of Arica is one of the most necessary conditions for strengthening Arica's gateway functions, the JICA Study Team argues as follows.

- 1) It is an urgent task to improve the facilities and services of the port, whether by granting a concession to the private sector or by other means. The later the port company takes action, the more difficult it will become to maintain its competitiveness in the port sector of the macro-region. It may become too late if the port company waited for all the political problems to be solved between the Chilean and Bolivian governments.
- 2) If the Chilean government sticks to the granting of a concession, it will be necessary to introduce a new concept, namely, to guarantee the concessionaire some kind of government support against *force majeure*, e.g., a drastic change in the Peruvian policy for Berth No. 7.
- 3) In light of the unique international politics surrounding Arica, it would be more advisable that the Chilean government should abandon its policy to improve the Port of Arica through granting a concession and introduce a new mechanism instead to attain higher efficiency in the operation of the port company.

### Case 1: Continue the concession process

If the Arica Port Company continues the concession process, one or more of the following measures will be necessary, but public investment for the improvement of the wharf seems to be indispensable whichever measure may be taken.

---

<sup>17</sup> The Regulation of the Certificate of Execution indicates that cargo transferred at the Port of Arica must have be destined to or come from the Peruvian territory, but the definition of "Peruvian cargo" may be controversial.

- (1) Conditional concession as a solution to the uncertainty problem of Berth No. 7
  - 1) Give a put option to the concessionaire: The concessionaire can hold the right to decide whether it will continue the concession when the competition becomes substantially unfavorable to the concessionaire due to a fundamental change in the Peruvian and/or Chilean policies for Berth No. 7. In the case of discontinuation, the government shall make a payment equivalent to the residual value of the investment to the concessionaire; or
  - 2) Include a term for cash deficiency support in the concession contract: The government shall make a deficiency payment to the concessionaire in case the concessionaire loses a part of their expected incomes due to a fundamental change in the Peruvian and/or Chilean policies for Berth No. 7.<sup>18</sup> This scheme needs to set the minimum handling volume based on a projection of the future demand for handling cargo; or
  - 3) Postpone the rent payment by a certain period: The Arica Port Company shall allow the concessionaire to postpone the rent payment by a period agreed upon between the two parties, in the case as stated in 2).
- (2) Inclusion of the operation of the storage area in the eastern sector

It is necessary to re-consider including the operation of the Bolivian cargo storage area in the eastern sector into the concession because potential bidders for the first bidding contend that its exclusion significantly reduced the attractiveness of the concession.

- (3) Public investment as a solution to the high investment burden on the concessionaire

The government will share the investment in infrastructure and equipment required for the concession. If the investment is large enough, the government may not need to give the put option and cash deficiency support as mentioned above.

- (4) Priority given to the concessionaire in tendering other concessions of the port

The Arica Port Company shall give priority in granting the concessions of other projects that the company will implement in the future, for example, the multi-service project in “Punta Gallinazo” and the waterfront eco-tourism development project.<sup>19</sup>

## **Case 2: Abandon the concession process**

If the Arica Port Company abandons the concession process, one or more of the following measures will be necessary.

- (1) The Ministry of Finance shall allow the Arica Port Company to re-invest a part or all of the profit (around US\$2.4 million per annum in 1999) for the improvement of infrastructure and equipment in the port. The port company paid a dividend of around

---

<sup>18</sup> The scheme of cash deficiency payment may not be preferable to the Ministry of Finance since the Chilean government is obliged to report any contingency liability to the International Monetary Fund (IMF) in their balance sheet.

<sup>19</sup> Fundacion Chile, “Puerto de Arica: Area de Ecoturismo,” December 2000. (A proposal)

US\$2.3 million to the MOF in 1999.

- (2) The Ministry of Finance shall finance necessary investments in the port from the state treasury. As a condition for such investment, the port company shall comply with certain minimum requirements, in terms of services, expressed by transfer speed and waiting time.
- (3) The Ministry of Finance shall allow the port company to obtain a loan from international lending agencies (multilateral or bilateral) under the MOF's guarantee. One possibility is to utilize the soft-loan (2~3% per annum) provided by the Japan Bank for International Cooperation (JBIC) in order to reduce the burden of interest payment on the port company. The port company shall be responsible for paying the capital and interest.
- (4) The port company shall improve its management and port operation through: 1) hiring managers from the private sector; and/or 2) becoming a semi-private enterprise by selling its shares.

## References

- Acta de Ejecucion* (Certificate of Execution), signed between Peru and Chile in Lima on November 13, 2000 (including Reglamento del Acta de Ejecucion; Acuerdo enter La Empresa Portuaria Arica y La Empresa Nacional de Puertos S.A.; and Acuerdo Interinstitucional sobre Solucion de Controversias, signed on the same date).
- ASPB: Administracion de Servicios Portuarias Bolivia (Bolivian Port Service Administration). (Organization brochure)
- Dresdner Kleinwort Benson South Andes Ltda., “Preliminary Information Memorandum: Concession to Operate a Terminal at Port of Arica,” June 1999.
- Empresa Portuaria Arica (Arica Port Company), *Puerto Arica 1999 Annual Report and Balance Sheet*, 2000.
- \_\_\_\_\_, Empresa Portuaria Arica “Carlos Ibáñez Campo,” “La Via de Acceso Directa a la Cuenca del Pacifico.” (Company brochure)
- \_\_\_\_\_, *Datos Estadisticos Acumulado Enero/Diciembre*, various issues.
- Fundacion Chile, “Puerto de Arica: Area de Ecoturismo,” December 2000. (A proposal)
- Ministry of External Relation, The, <http://www.minrel.cl/pages/politicos/asur/bolivia.html>.
- \_\_\_\_\_, <http://www.minrel.cl/pages/politicos/asur/peru.html>.
- Ministry of Transport and Telecommunications, The, *Ley Num. 19,542, Moderniza el Sector Portuaria Estatal* (Law No. 19,542 Modernizing the State Port Sector), December 19, 1997.
- Peréz Méndez, Pedro, *Transito Comercial Irrestricto por Puertos del Pacifico: Arica y Antofagasta Otorgado a Bolivia* (Unrestricted Commercial Transit through Pacific Ports: Arica and Antofagasta Granted to Bolivia), Arica: Impresores Digitales Ltda, 1999.
- Ramírez V., Oscar, “Arica, Ciudad Puerto,” *Rgeionales*, Inverno de 1996, Año 3, No. 1, pp. 83-95.
- Sistema Administrador de Empresa,, “Presentacion,” <http://www3.corfo.cl/sae/presenta/presents.html>.
- Tratado de Paz, Amistad y Comercio entre Chile y Bolivia* (Treaty of Peace, Friendship and Commerce between Chile and Bolivia), signed in Santiago de Chile on October 20, 1904, ratified in La Paz, on Mach 10, 1905, proclaimed on March, 21, 1905, published in the “Diario Oficial” No. 8169, on 27, March, 1950.

## **Supplement: Economic and Political Risks of the Concessions in the Port of Arica**

In the bidding process of the concession in the Port of Arica, the biggest concern of the bidders will be risk analysis. The risk for the bidders consists of economic risk and political risk. Economic risk arises when economic environment changes in a way that adversely affects the concession. For example, the flow of cargo decreases unexpectedly due to a decline in trade or the development of a new competitive port. Even if the flow of cargo increases as is expected, economic risk enlarges with a change in the labor cost of port operations, the interest rate, or the exchange rate of the currency. These factors will have unfavorable effects on the profitability of the project. Taking these risks and available risk hedging measures into consideration, the bidders will quote their price for the bidding. The bidders can also make a contract for a currency *forward* or *option* to hedge the currency risk. However, it is impossible for bidders to hedge all of the economic risks. They must absorb some of the unhedged risks and will transfer other risks to customers by charging a higher tariff compared to the tariff in non-risk cases.

Political risk is quite different from economic risk. The most common political risk is one to be yielded by a change in government policy. Despite the existence of a clause that the concessionaire is allowed to charge a tariff within a certain range under the original concession contract, for example, the clause is amended so that the concessionaire can not change the tariff as they expect. In other words, it is a risk that the government changes the “business rule” after the contract is made. A similar change can occur for the rent. The concessionaire is charged some amount of rent as one of the conditions of the bidding. However, government suddenly may change the rent. These changes affect the profitability of the concession project. Bidders usually include negative pledge clauses on these risks in their concession contracts. This kind of risk hedge measure is rather common.

In the concession in the Port of Arica, specific political risk is involved, in addition to common political risk. However, it seems to us that any measure to cope with the special political risk mentioned below is not taken into consideration. It is the main source of the failure in the first bidding. The bidding would not have failed if the prospective contract had included a negative clause regarding the special risk and if some of the bidding conditions had been improved. Therefore, the bidding can fail again if the government does not take any measure to avert the special political risk, even if it improves the bidding conditions to minimize the economic risk.

The special political risks of the concession in the Port of Arica are related to the treaties with Peru and Bolivia. The operation of Berth No. 7 was handed over to the Peruvian government in November 1999, when the bidding process was taking place. The handing-over was an unfavorable, and unexpected, event to the potential bidders. It occurred so sudden that they could not analyze the political risk. If it had been confirmed that there would be no more such unfavorable case, however, they would have bid on the concession by quoting their prices based on this new reality.

There are still two more risks in this regard. First, there remains a political risk due to a possible change in the Chilean and/or Peruvian government policy, even though the Certificate of Execution has a clause that that Peru cannot *store* any cargo not destined to or originated from Peru. In other words, can the Chilean government make a commitment to



the bidders not to change the condition for the 20-year concession period? Generally speaking, the answer is no. Therefore, it is not sufficient to the bidders that there exists such a clause. Neither the port company nor the government can guarantee that anything unfavorable to the concessionaire will not happen in the future, precisely as Mr. Mario Moya, Development and Administration Manager of the Arica Port Company, pointed out during the Fourth North Zone Working Group Meeting held in January 15, 2001. We can expect the government policy to change in the future. The change may be necessary and invaluable to the country, but it may violate the concessionaire's right.

Then what should be done? The solution is to include the following clause in the concession contract. "If circumstances require a change in the government policy related to Peru and/or Bolivia and if the change violates the concessionaire's right and have a negative effect on the concession's profitability, then the government will take some measures to offset the negative effect." To give a "put option" to the concessionaire is one example of such measures. The put option has an advantage that the measure is flexible since the concessionaire may not exert the option right even in the event of such a change as far as the concessionaire considers it still profitable to continue the concession contract.

The second risk is related to the 1904 Treaty with Bolivia. In the meeting, Mr. Moya explained that the Chilean government could not guarantee the stable flow of Bolivian transit cargo in the coming 20 years, but bidders would not expect such a guarantee for any port concession. The exclusion of the storage operation for Bolivian cargo in the eastern sector of the port from the concession has no relation to the political risk. This is really a matter of economic risk. The potential bidders for the concession in the Port of Arica did not bid because the economic profitability is substantially aggravated by the exclusion of the storage operation. If the bidding conditions are improved by including the storage, therefore, there will be no longer a problem as far as economic risk is concerned.

But is there no political risk in the storage operation? Yes, there is! One possibility is that the Chilean and Bolivian governments agree that Chile will not charge any cargo handling costs in addition to the storage costs. If it occurs, the effect will be significant. However, even such a change will bring about no problem to the concessionaire if the Chilean government pays the handling costs to the concessionaire on behalf of Bolivian exporters and importers. If it is not the case, the concessionaire will have to burden the cost due to the change in the "business rule."

To sum up, there have existed some political risks in every port concession in Chile, but the political risks are related only to the government policy for internal (domestic) affairs. In the concession of the Port of Arica, however, the political risks related to the treaties with Peru and Bolivia have complicated the bidding conditions. Therefore, special treatment will be necessary to solve the problem. The simplest measure to avert the political risk for the bidders is to include the following clause in the concession contract. "In case the government has to change the policy regarding the port operations that will have a unfavorable effect on the concessionaire in the future, the government must obtain the concessionaire's consent in advance."

Nevertheless, it is indeed difficult for the government to have a commitment to the concessionaire regarding its international policy.

## APPENDIX B: The Singapore System as a Gateway

Recently, Singapore occupies the number one position in the world as a gateway city together with Hong Kong.

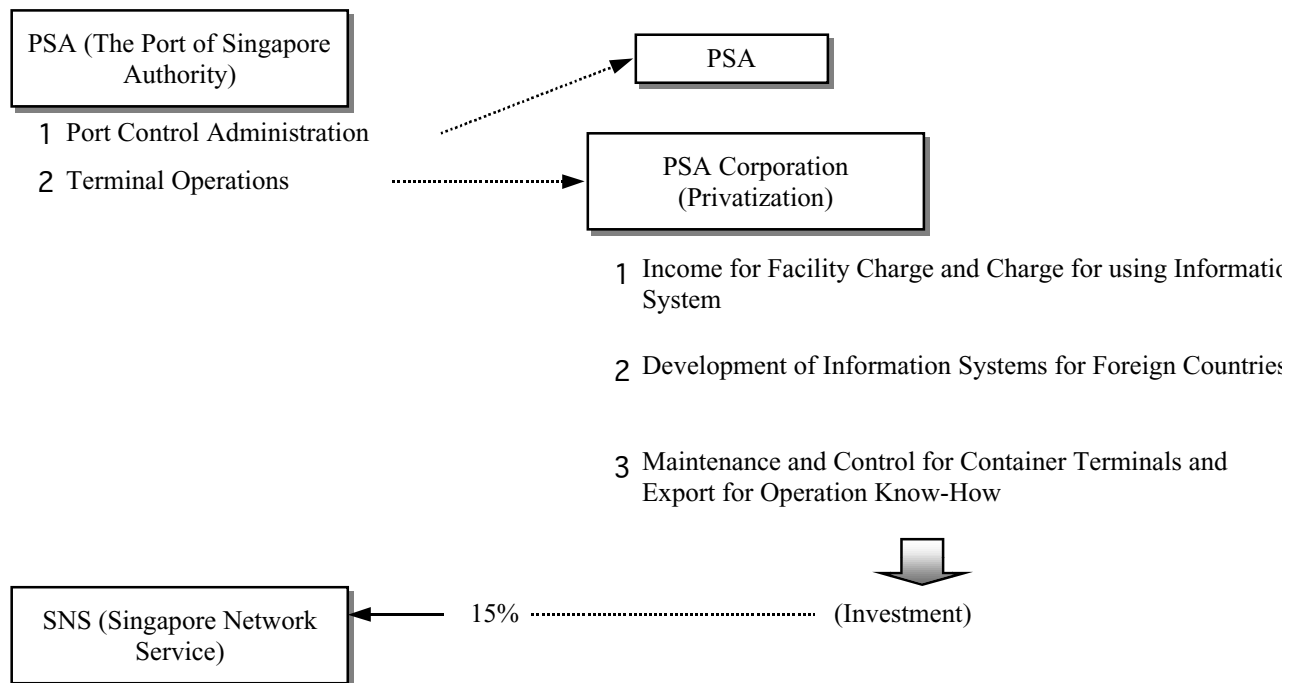
As a hub port in Southeast Asia coupled with the growth of Asia, the handling capacity of international containers is over 15,000,000 TEU/year. The main feature of Singapore is that 80% of its container handling capacity is the transshipment cargoes between liner ships and feeders from neighboring countries; Thailand, Indonesia, India, Pakistan, and 15% for Malaysia via ground transportation and the remaining 5% is cargo for Singapore.

In principal, Singapore makes big investments for port facilities for transshipments. Because of this, the Port of Singapore has 22 liner berths and 12 feeder berths, and moreover, there is a construction plan for a new terminal.

On the other hand, to cope with users' needs, Singapore is making an effort to improve the efficiency of its facilities and is oriented to active information.

For this reason, people understand that Singapore is the transit point for “people, goods and information”. Making every effort to promote the port and airport is the state policy.

### (1) Reorganization for More Active Business Development in September 1997



## **(2) Establishment for “One-Stop-Service”**

In Singapore, TDB (Trade Development Bureau) is the main administration in cooperation with 16 governmental organizations. Singapore has established an electronic customs clearance system, TRADE NET. By using this system, 95% of applications for permission and approval can be managed within three minutes as compared with two days and twenty kinds of documents for trading in the past. By means of the establishment of this one-stop-system, users can make applications through their own office terminal units.

In addition to the above, a new system, TRADE NET PLUS, plans to operate all trading business between the private sector and the government sector in 2001.

### **<Outline of TRADE NET>**

- Purpose: Improvement of productivity by means of simplification of international trading applications.
- Concept: Singapore form, single submission, single interface and single process.
- Effect: Number of participants (enterprises); 2,600 registered users; 23,000 transactions; 500,000 matters/day
- Next Generation’s Trade Net: Internet option, Year 2000, UN/EDIFACT, processing time 1-3 minutes.
- Feature: Having 16 government organizations, it can make “one-stop-service” for trading applications.
- Management Body: SNS (Singapore Network Services); share: 55% (TDB), 15% (Singapore Telecom.), 15% (PSA) and 15% (CAS; Civil Airport Authority)
- Register Fee: S\$ 30
- Hardware: Main frame is IBM. User’s connections are direct, dialup and the Internet.
- Security: Issue a “public digital certificate”. There are many options, such as digital sign, etc.

## **(3) Management of Development Operations**

The management of TRADE NET is carried out by SNS, which has developed all process, such as front-end software for access to the host computer of TRADE NET.

The permissions and approvals of 16 government organizations are made within this process. The front-end software is developed and supplied by PSA and other three vendors in addition to SNS.

When a related government organization wants to add other information items, it can make an application to TDB for the charge. The review and examination are made by the representative committee and the development expenses are shared by each government organization if it is necessary to require to modify the specifications of the software.

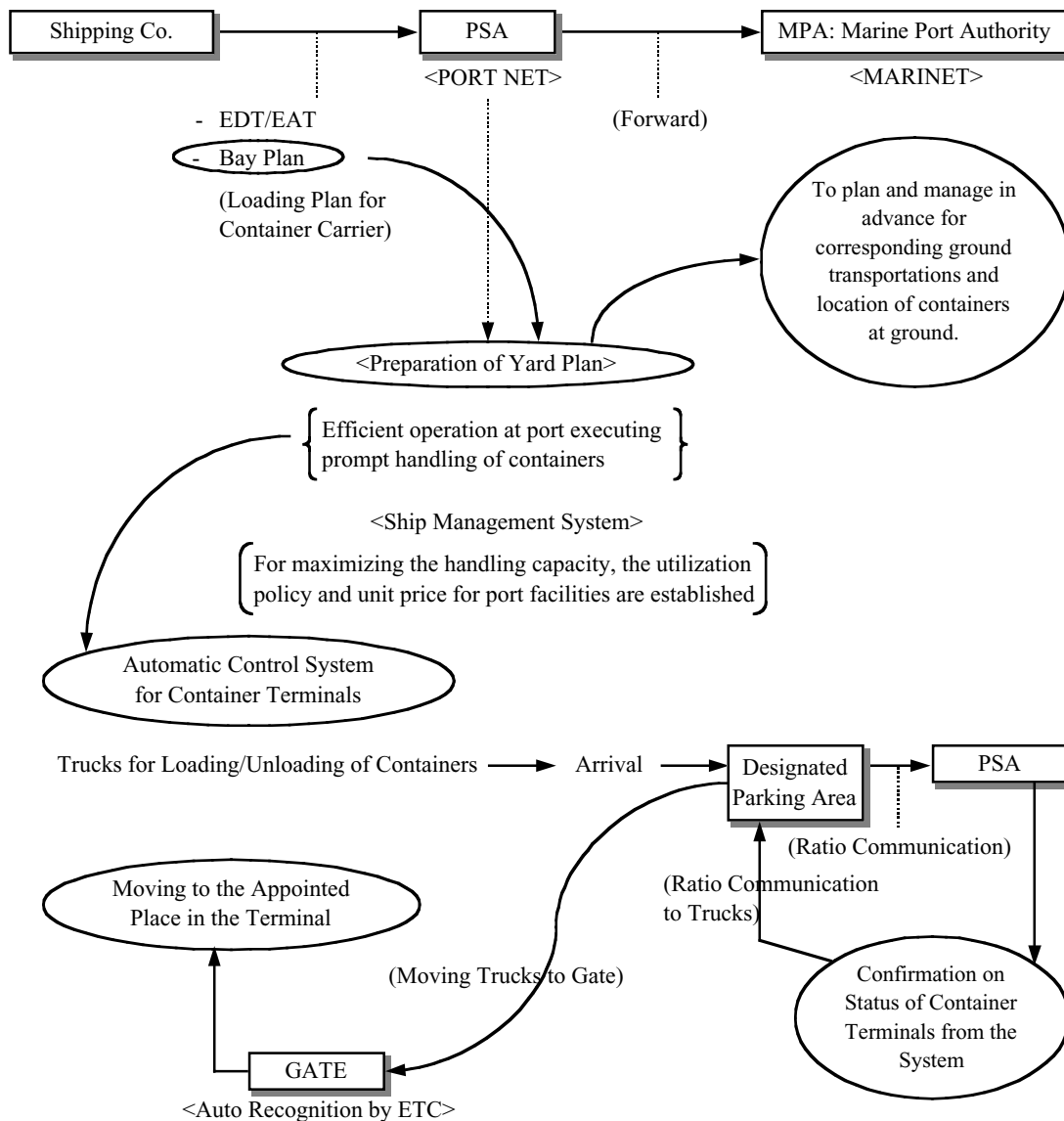
**(4) PORT NET provided by PSA**

In 1984, PSA independently developed the “data box” as a information system and one way information services were started from PSA to shipping companies for information on berth arrival, container yard, etc. by connecting the computers between their computer and the computers of two shipping companies.

First, the procedures on “shipper to shipping company to PSA” regarding the export cargo are made through the computer. As a result of this procedure, printed documents are omitted.

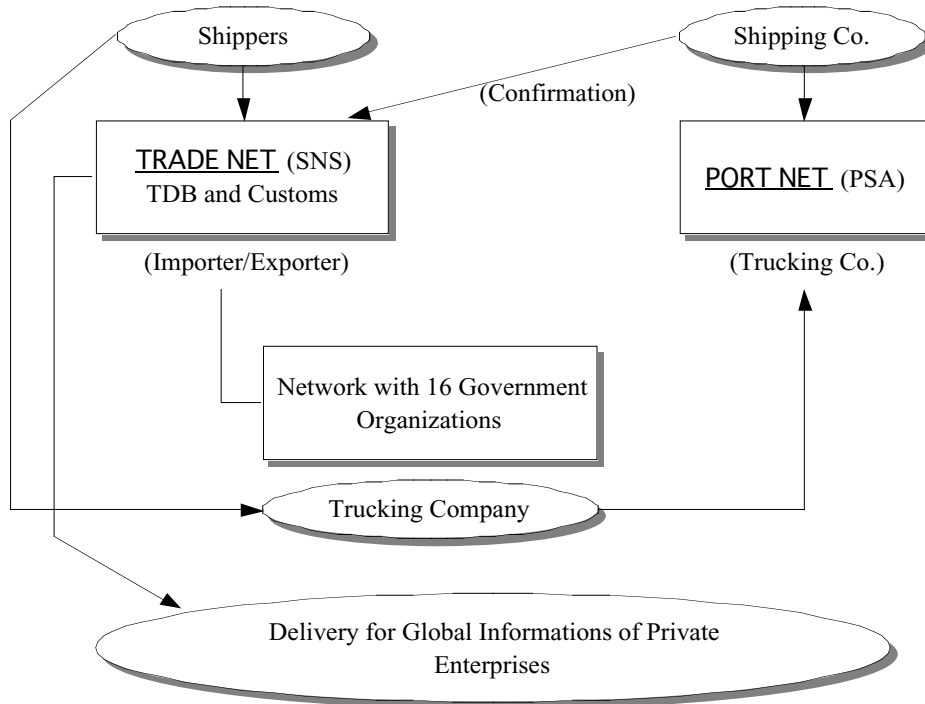
As both systems are connected, it is possible to make a trade declaration through PORT NET. The present number of registered and connected enterprises to PORT NET is more than 1,500 as a result of expansion of handling cargoes such as import cargoes and transit cargoes.

**(5) Efficiency Made by System Development**



**(6) Mechanism of TRADE NET and PORT NET**

TRADE NET and PORT NET share the roles of trade (customs, permission for export/import, etc.) and port (ships, terminals, inter-port distributions, etc.) and are connected by the network. From users, it can transmit necessary information to any system.



**(7) Various VAN and the Internet for the Utilization of SNS's Network**

A network among the trading related enterprises was established and it can connect the VAN network as well as the Internet.

I. Trade/Distribution/Finance VAN	
1) Global Trade and Finance	- Global Link - EDIMAN - Trade Insurance - Trade Finance, etc.
2) Regulatory Interface	- ACCESS - Trade Resister - Store Link, etc.
3) Logistics Management	- Air Express - Spectrum - Warehouse Operation - EDITRAIN, etc.
4) Others	- EDICOM - MODINET, etc.
II. Internet	
UN/EDIFACT	

## **APPENDIX C: Gateway Function in Region VIII**

### **1. Current Conditions**

As emphasized in Volume 1 of this Report, the South Zone or, more specifically speaking, Region VIII also has been recognized as possessing many characteristics allowing it to act as a major Gateway in Chile. The Bío Bío Region is privileged due to existing natural conditions that has allowed for the development of a strong and diverse Port Complex. Many works are in progress to improve existing infrastructure, principal routes and enhance coordination among the Ports so to contribute to an increase in the flow of cargo. Such advances are discussed further below.

#### **1.1 Current Port Conditions**

##### **1.1.1 Port Complex**

This Port complex in the VIII-th Region offers a total of 9 ports and 21 berths. Among these, the major ports are four multipurpose terminals including Lirquén, Talcahuano, San Vicente and Coronel. These commercial ports offer a variety of public services while concentrating on the transfer of forestry products (such as cellulose, paper, lumber, pulp, chips, round logs), fishmeal, salt and fertilizers. In addition, there are other port installations that operate occasionally as public service, multipurpose ports, such as Molo 500 (lent public services until August 1999) and the Muelle CAP that also lends services to complement its other activities. Finally, there are three specialized ports: Penco, Jureles and Puchoco whose primary functions are solid bulk.

##### **(1) Port Cargo**

The demand for port services is constituted primarily by cellulose, sawed lumber, round logs, fishmeal and solid bulk, with destination to Asian, Pacific and European markets. The infrastructure of the port complex constitutes a natural exit for especially forestry products coming from Regions VII, VIII and IX.

The major wood processing and pulp industries are concentrated at the following locations:

- Major wood processing industries: Arauco, Minco, Los Angeles
- Major paper production: La Loja, Nacimiento,
- Furniture industries: Temuco, Cillan, Cabrero, etc.

For example, coming from the Maule Region one finds the transfer of much cellulose as well as chips and lumber. In addition, the ports serve cargo from the central and south zones of Chile due principally to economies of scale or lack of vessels.

In 1999, the total cargo handled in the port complex in Region VIII was approximately 10 million tons, of which 74 % was handled at the three main ports, San Vicente, Lirquen and Coronel.

During the year 2000, there was an increase of 618,627 million tons in the regional demand for port services, accounting for a 6.5% increase from the previous year. In the forestry sector, the increase was 7.1% resulting primarily from the increase in the

export of wood chips and sawed lumber, counteracting for the decrease in the export of cellulose and a significant decrease (74.8%) in the export of round logs. Excluding chips, forestry movement increased by 118,616 million tons (2.4%) and the movement of non-forestry cargo increased by 166,339 tons (5.4%). Partly accounting for the increase in the movement of cargo is the shipping of containers, corresponding greatly to forestry products.

## **(2) Advantages and Disadvantages of Principal Ports**

### **a. San Vicente**

On January 1, 2000 the principal state port, San Vicente, passed to private operation involving a concession of 15 years. The new concessionaire has links with an important ship owner who controls a significant portion of the line service market in the eighth region therefore possessing a clear market advantage. It also holds an advantageous position due to its advanced handling system for container cargo. In addition, its wharf is constructed parallel to the ocean edge, making loading and unloading much more easy. It is at a disadvantage due to its location. It is further west than other ports and traffic must pass through urban streets causing additional delays.

### **b. Lirquén**

Lirquén Port is privately owned by Puerto Lirquén S.A. It holds an advantageous position because of its location. It is easily accessible to north/south traffic coming from Highway 5 by means of the Itata Route. It is seen as having a disadvantage when compared to San Vicente Port in container handling and capacity. For example, rather than having a wharf that is parallel to the coastline, such as is the case in San Vicente Port, the wharf is perpendicular to the coast and very long. This forces trucks to travel an additional distance to unload container cargo. It should be noted, however, that Lirquén Port is currently concentrating investment in increasing such container handling and capacity.

### **c. Coronel**

The company, Puerto de Coronel S.A., privately bought the Port of Coronel on March 23, 1989. It holds an advantageous position over other ports because of its location. It is further south than other regional ports and therefore much cargo from the Arauco Region concentrates here. In addition, it is directly linked to the main wood processing industries, thus attracting intermediate wood products such as cellulose. It has also made new investments in a third berth to increase capacity for break bulk cargo, making it the principal port in this area. It is at a disadvantage because much of its handling equipment is quite old and it has not yet invested in a crane.

The following table summarizes the present conditions of the above principal ports in the eighth region.

**Table C.1 Present Conditions of Principal Ports**

	Principal Ports in Region VIII		
	San Vicente	Lirquén	Coronel
Port Operation	Multipurpose by San Vicente Terminal Internacional S.A.	Multipurpose by Puerto de Lirquén S.A.	Multipurpose by Puerto de Coronel S.A.
Concession/Private	Emporchi granted a concession to the state port on January 1, 2000	Private	Private
Total tonnage in 1999 (metric tons <sup>3</sup> )	2,551,608	3,011,918	1,759,587
Total tonnage in 2000 (metric tons <sup>3</sup> )	2,750,000	2,614,047	1,706,399
Change in efficiency 1999 - 2000	7.2%	- 13.2%	- 2.9 %
Present capacity (million tons/yr)	4.00 (est.)	5.00 (est.)	2.50
Main cargo	Wood products (lumber 20%, pulp 15%, chips 14%)	Wood (16.955 tons), pulp (18.522 pcm), round logs (12.25 m <sup>3</sup> ), fertilizers (9.297 tons)	Pulp, cellulose, sawed lumber, break bulk, general cargo
Max. water depth (feet)	40'00"	50'80"	40'00"
Road access	<ul style="list-style-type: none"> <li>- Connection to Talcahuano later to Concepción via the Concepción –Talcahuano Freeway and the Routes of Cabrero and Itata leading to Highway 5.</li> <li>- Trucks must pass through the cities of Concepción and Talcahuano causing much congestion.</li> </ul>	<ul style="list-style-type: none"> <li>- Road (82%)</li> <li>- Access from the Concepción – Lirquén Highway, four-lanes except section between Penco and Lirquén.</li> <li>- Traffic must pass through the city of Penco; by-pass necessary.</li> </ul>	<ul style="list-style-type: none"> <li>- Connects to Concepción where one may arrive at Highway 5 via the Itata and Cabrero Routes. Traffic from the north follows the Concepción –Talcahuano Freeway.</li> <li>- South access needs improvement; trucks must pass through city streets.</li> </ul>
Rail access	<ul style="list-style-type: none"> <li>- FEPASA, Line Concepción - Chillán</li> <li>- Two lines of entrance (only one functions).</li> <li>- The branch line to SVTI is not electric.</li> <li>- All tracks within the port are connected.</li> <li>- Total capacity exceeds 75,000 TEUs or 2 million tons daily.</li> <li>- The railway must pass through the center of Talcahuano.</li> </ul>	<ul style="list-style-type: none"> <li>- FEPASA, Line Concepción - Chillán</li> <li>- Three lines in north entrance and five lines in south entrance. The branch line is electric from Lirquén to Concepción. All tracks within the port are connected.</li> </ul>	<ul style="list-style-type: none"> <li>- FEPASA</li> <li>- Connects to Concepción</li> </ul>
Main issues	Lack of coordination and support from fiscal entities (i.e. customs) that interact with the Port.	Must achieve more efficient operation of Liebherr cranes.	Investment in crane required.

Sources: San Vicente Terminal Internacional, 2001; Puerto de Lirquén, Memoria y Balance Anual, 2000

### 1.1.2 Major Issues

Until the year 1999, principal risk factors pertaining to the Port Complex have resulted from state intervention in tariffs and the over-offer of infrastructure in some areas. Together with this abundance of infrastructure is the lack of cargo flow. It has been recognized that there is greater potential to encourage such cargo from neighboring Chilean regions rather than Argentina. In such a way, there is a need to increase the variety of products that may be transferred through the Port Complex. Currently, the majority of the products are from the forestry sector.

Assuming current port standards, a variety of cargo and similar vessels to those used in earlier years, the current capacity of the port complex for the eighth region is demonstrated below.



**Table C.2 Average Capacity of Concepción Port Complex (million tons)**

	General cargo	Import bulk	Chips	Total
Port Complex Capacity	14.0	2.0	4.0	20.0

Source: Puerto Lirquén, Memoria y Balance Anual, 2000.

Currently, the percentage use of the port infrastructure is approximately 40%, while the levels of optimal cargo transfer fluctuates between 60% and 70% of total capacity. Though capacity appears adequate, there is a deficit of infrastructure to accommodate the increase in container movement. Only San Vicente and on a lesser scale, Talcahuano, have adequate means for such transference.

In addition, there have been demand changes in the international market for specific forestry products, which has affected the concentration of sales. For example, in the year 2000, the export of round logs practically disappeared, whose principal destination was South Korea. This has negatively affected port movement, dropping by more than 283 thousand m<sup>3</sup> on a regional level in comparison to the year 1999. For these reasons, competition during the year 2000 was more intense. More individual port problems are highlighted below.

**Table C.3 Main Problems by Port**

Principal Port	Main Problems
a. Lirquén	- Need to achieve more efficient operation of Liebherr cranes and continue with plans to increase container capacity.
b. Talcahuano	- Restricted in terms of water depth and has a mooring site solely for commercial services. Space for expansion is quite limited.
c. San Vicente	- Lack of coordination and support from fiscal entities that interact with the Port. Lack of efficient interurban transportation systems. Only one line of railway system functions (two in total).
d. Coronel	- Investment in a crane is needed. The southern access route must be improved.

Sources: San Vicente Terminal Internacional, 2001; Puerto de Lirquén, 2001; Puerto de Coronel

## 1.2 Current Conditions of Main Corridors to Ports

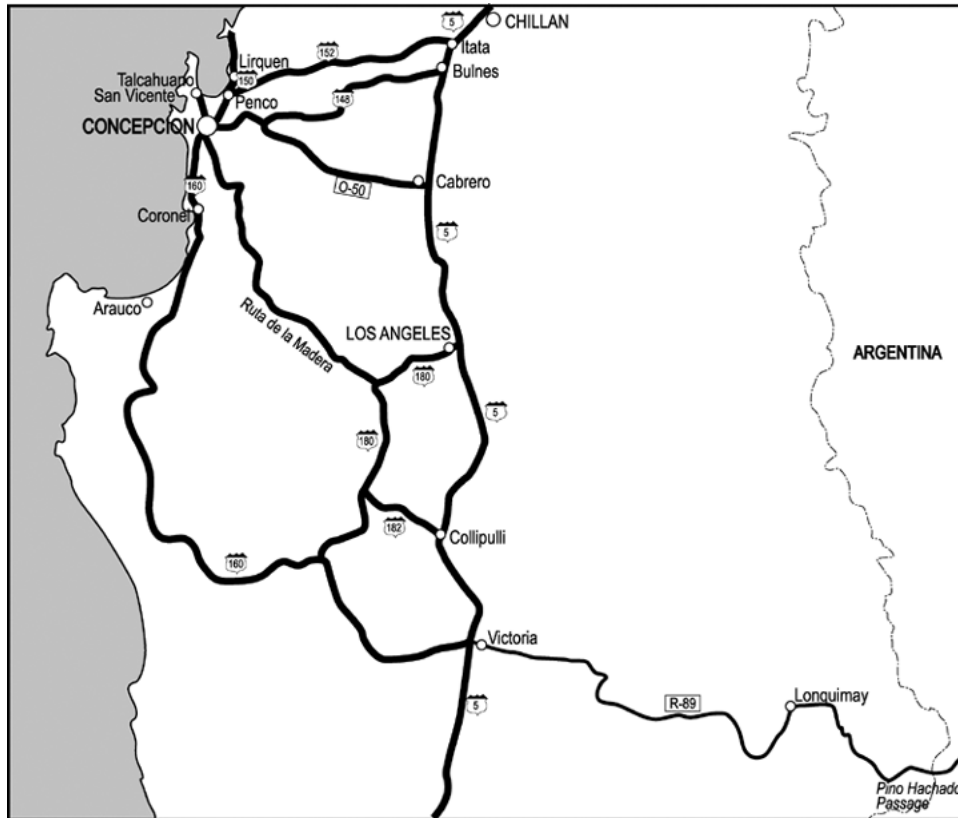
### 1.2.1 Access Routes for the Port Complex

Currently, transport cargo may arrive from neighboring regions to the port Complex by the following major routes.

**Table C.4 Access Routes for Port Complex**

Main Origin to Port Complex	Alternative Routes	Current Conditions
Northern Chilean Regions - Port Complex	1) Highway 5 to Route Itata to Highway 150 to Port Complex	Heavy traffic in Concepción
	2) Highway 5 to Cabrero Route to Port Complex	Cabrero Route is poor, heavy traffic in Concepción
	3) Highway 5 to Bulnes Route to Cabrero Route to Port Complex	Trucks are not allowed on Bulnes Route.
Southern Chilean Regions – Port Complex	1) Highway 5 to Route 182 at Collipulli to Route 180 to Ruta de la Madera to Port Complex	Ruta de la Madera is too narrow for heavy trucks.
	2) Route 86 to Route 180 and to Ruta de la Madera to Port Complex	Ruta de la Madera is too narrow for heavy trucks.
	3) Route 86 to Provincial Route 60 at Los Sauces and Route 160 at Tres Pinos to Port Complex	Route 160 southward from Coronel is still poor.
Pino Hachado Passage – Port Complex	1) Route 89 to Highway 5 to Cabrero Route to Port Complex	Expensive tolls on Highway 5
	2) Route 89 to Highway 5 to Route 182 at Collipulli to Route 180 to <i>Ruta de la Madera</i> to Port Complex	Ruta de la Madera is too narrow for heavy trucks.
	3) Route 89 to Highway 5 to Route 180 at Los Angeles to <i>Ruta de la Madera</i> to Port Complex	Ruta de la Madera is too narrow for heavy trucks.

Source: Dirección Regional de Vialidad, Concepción, 2001.



**Figure C. 1 Location of Main Ports and Port Access**

These access routes are elaborated in more detail below.

**(1) Concepción – Talcahuano Highway**

The Concepción – Talcahuano Highway is recognized for having a constant flow of high levels of traffic, together with numerous pedestrians who frequently cross the highway. This route is therefore prone to accidents due to the constant flow of trucks transporting cargo, private vehicles and pedestrians. Congestion is very high.

**(2) Camino de la Madera**

The South Access to Concepción, also known as *Camino de la Madera*, begins in San Pedro, Puente Viejo of Concepción and finishes in Coihue of the Bío Bío Province. The route has been concessioned for 25 years beginning in 1997. This route allows for the transportation of forestry products to arrive more quickly and safely to the Port Complex. In addition, there is a more direct access to the Port Complex for diverse forestry products coming from this zone of Chile.

The *Camino de la Madera* has been noted for the problems that arise during poor weather conditions, speed restrictions and high toll costs. In addition, most of the route is currently single carriageway, which requires widening the width to accommodate large vehicles. The concessionaire must initiate such changes, an issue that is pending due to high costs involved.

**(3) Bulnes and Cabrero Routes**

As recognized by the Ministry of Public Works, the western access to Concepción, allowing for the flow of cargo coming from the Bulnes and Cabrero Routes, requires

attention. Specifically, the stretch between Agua de la Gloria and Concepción should be widened<sup>1</sup>. The Cabrero Route is especially important as it forms part of a possible Bi-oceanic Corridor connecting Pino Hachado to the port complex (Pino Hachado – Victoria – Ruta 5 – Collipulli – Los Angeles – Cabrero – Ports). This route has been determined as a high priority Bi-oceanic Corridor alternative by the governments of Regions VII, VIII and XI.

#### **(4) Itata Route**

The Itata Route connects Highway 5 with Highway 150, later to arrive at the city of Concepción. The Route has been recently developed to be a dual carriageway under the concession scheme.

#### **(5) Route 160**

Route 160 is the main road connecting the southwest part of Biobio Region and the Port Complex. The section between Concepcion and Coronel has been well developed with a dual carriageway, while the section from Coronel to the south is still remaining as a two-lane road. Since Arauco has a big pulp industry, the widening of the section will be required.

#### **(6) Railway**

##### **a. Transport of Cargo**

Export and import cargo is limited to the forestry sector, bulk cargo (principally sugar beets) and empty containers. Transport of cargo by railway is minimal and comes primarily from Regions VII and IX. In the case of the Talcahuano – San Vicente and Lirquén Ports, it accounts for approximately 20% of total cargo.

##### **b. Functioning of Railway to Port Complex**

The Port Complex in the eighth region has connections to South America via the Chilean railway (FEPASA). The Concepción - Chillán line connects the Port Complex with the rest of Chile. The San Vicente Port has two lines of access, however; only one of these is functioning. Within the Port, all tracks are connected. An existing problem is that the railway must pass through downtown Talcahuano, causing obstacles on city streets due to passing trains. The Port of Lirquén is equipped with three lines in the north entrance and five lines in the south entrance. All tracks within the Port are connected. The branch line connecting Lirquén with Concepción is electric.

#### **(7) Trans-Andes Route**

As emphasized in the Volume 1, there has been much discussion in recent years regarding the concept of the Bi-oceanic Corridor and its influence on trade relations between Mercosur countries. This concept has promising potential in the southern zone where continual talks exist between Chile and Argentina to reach clear, future agreements. However, concentrating on the further development of the port complex and its access-ways so to make the port services more attractive should be given priority.

---

<sup>1</sup> Ministerio de Obras Publicas, *Tercer Informe de Avance del Estudio "Plan Director de Infraestructura 2000 – 2010"*.

## 1.2.2 Bottlenecks of Port Access

The following outlines the bottlenecks of the port accesses on the principal routes connecting to the individual ports. They are in general characterized by the facts that the port cargo trucks have to pass through some urbanized areas, which might cause traffic congestion and annoyance for the residents.

**Table C.5 Current Principal Corridors to/form Ports**

Port	Principal Corridors	Bottlenecks
Lirquén	Road (82%) and railway (18%). Access from the Concepción – Lirquén Highway, four-lanes except section between Penco and Lirquén.	Currently traffic must pass through the city of Penco, which is unsafe for pedestrians. Construction of a by-pass necessary.
Talcahuano	Road (80%) and railway (20%). Direct access to Concepción via the Concepción –Talcahuano Freeway and the Routes of Cabrero and Itata leading to Highway 5.	Trucks must pass through the cities of Concepción and Talcahuano causing much congestion.
San Vicente	Direct connection to Talcahuano from where one has access to Concepción via the Concepción –Talcahuano Freeway and the Routes of Cabrero and Itata leading to Highway 5.	Trucks must pass through the cities of Concepción and Talcahuano causing much congestion.
Coronel	Connects to Concepción by railway and road where one may arrive at Highway 5 via the Itata and Cabrero Routes. Traffic from the north follows the Concepción –Talcahuano Freeway.	Improvement of southern access route needed by constructing a by pass. Today, trucks must pass through city streets.
Penco	Access to the railroad system that links the port network connecting the Ports of Lirquén to Coronel and Concepción. Highway 150 links it to Concepción and the Itata Route links it to Highway 5.	Need to connect the Itata Route with the existing Concepción – Penco Highway (Route 150). In this way, cargo coming from the Itata Route will not have to pass through the city.
Jureles	Railways and roads connect to the Ports of Coronel and Concepción. Following the Routes of Cabrero or Chillán, one may access Highway 5.	Cabrero Route is of poor quality.
Puchoco	Railways and roads connect to the Ports of Coronel and Concepción. Following the Routes of Cabrero or Chillán, one may access Highway 5.	Cabrero Route is of poor quality.

Sources: San Vicente Terminal Internacional, 2001; Puerto de Lirquén, 2001; Ministerio de Obras Públicas, 2001; Consultors for JICA Team.

## 2. DEVELOPMENT STRATEGY FOR GATEWAY FUNCTION

### 2.1 Port Development

#### 2.1.1 Future Relationship among Ports

##### (1) Port Competition and Alliance

As mentioned earlier, competition during the years 1999 and 2000 was greater than previous years due to three principal causes.

1. State intervention in tariffs beginning prior to 1999.
2. The over-offer of infrastructure in the regional Port Complex.
3. The granting of a concession to San Vicente Port on January 1, 2000.

The year 2000 was exceptionally competitive. This produced a drop in the volumes and tariffs of port services and the following decline in operational margins.

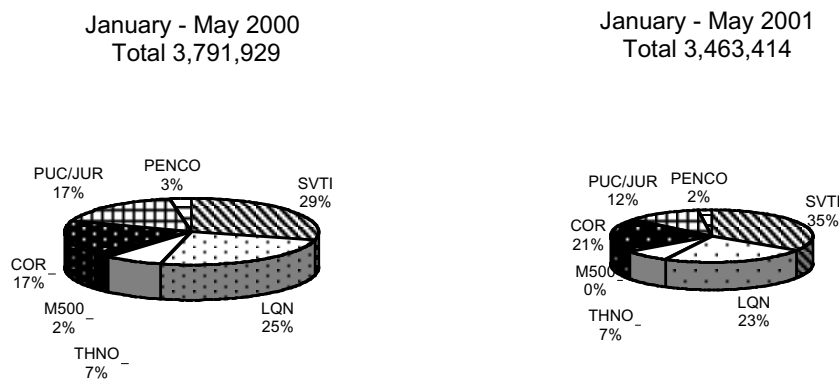
Due to the fact that national and international standards of port services are becoming increasingly competitive, there is a general understanding to work in a coordinated manner to develop an Integrated Port System, allowing for increased levels of cooperation and efficiency<sup>2</sup>. In other words, Regions VII, VIII and IX agree to work in constructing an “image” of the southern zone as a Port City so in future years, it may be recognized on a national and international level as such. Therefore, it is also important to establish a complementary relationship among the ports in such areas of information exchange, training system, effective use of port facilities etc. Another development strategy to be noted is to identify the roles of the public sector and the private sector and coordinate each other. Based on the privatization policy, all the port facilities at the major ports are to be developed by the private sector under the framework of concession scheme. Accordingly those facilities, which do not link to the port profitability, like breakwaters, navigation system etc. would not be developed by the concessionaires.

## (2) Port Specialization

As mentioned above, it is agreed that Regions VII, VIII and IX will work together to develop an “image” of the southern zone as a Port City. In addition, there will be some degree of specialization among ports as demonstrated below. Lirquén and San Vicente will focus especially on increasing their capacity for container cargo.. Coronel Port will specialize in break bulk cargo.

### a. Market Share

The transfer of total tonnage declined from the period of January – May 2000 to January – May 2001. San Vicente and Coronel Ports increased their participation in the market while the remaining ports had decreased market representation. San Vicente Port increased cargo transfer from 1,092,799 to 1,179,914 while the Port of Lirquén decreased its cargo transfer from 947,283 to 812,332.



**Figure C.2 Change in Market Share in Tonnage, 2000 - 2001**

Source: San Vicente Port, *Periodic Reports and Decisions, Commercial Update, 2001*.

### b. Container Cargo

Both San Vicente and Lirquén Ports have plans to increase specialization in container cargo to account for the increase in demand. Plans to work in a coordinated manner are currently not foreseen due to the fact that both are viewed as a strong competitor.

<sup>2</sup> *Estrategia Regional de Desarrollo, 2000 – 2006*.

### San Vicente

San Vicente port already has an efficient system for handling container cargo owing to the concession. San Vicente currently holds 56.4% of the market share for containers, followed by the Port of Lirquén at 26.5%. It is estimated that for the following year, San Vicente will possess approximately 65% to 70% of this market.

### Talcahuano

On a lesser scale, the Port of Talcahuano has adequate means to serve container cargo.

### Lirquén Port

Even though the Port of Lirquén decreased its container cargo by 34.7% in the year 2000, it increased its transfer of containers from 16,207 in the year 2000 to 17,588 in 2001. The Port is currently initiating a project of enlargement for container cargo, including investments of greater than US\$40 million, financing that has been saved by the company in recent years. Modern machineries have been bought for the better handling of containers, including reach stackers, port tractors and chassis cornerless.

### **c. Break bulk cargo for Coronel Port**

Regional competition has been affected by the new investments in port infrastructure realized by the Port of Coronel. This Port has invested in a third berth, which has implied a reassignment of break bulk cargo among the ports of the eighth region. In 2001, Coronel held the highest transfer of break bulk and bulk cargo in the Port Complex at 680,583. This differs from the previous year when the Port of Lirquén held the highest percentage.

## **2.1.2 Port Development Plans**

### **(1) Port Demand and Capacity**

In terms of individual port capacity, the future demand for cargo for the year 2012 is expected to increase just over two times its current cargo handling<sup>3</sup>. As demonstrated in Table 2.1.1, future demand will exceed present port capacity in the three principal ports of the eighth region.

**Table C.6 Current Capacity and Future Demand**

	San Vicente	Lirquén	Coronel
Total tonnage in 2000 (tons)	2,750,000	2,614,047	1,706,399
Present capacity (million tons/yr)	4.00 (est.)	5.00 (est.)	2.50
Estimated future demand, 2012	6.00	6.00	4.00

Source: JICA Study Team, *Progress Report I*; San Vicente Terminal Internacional, 2001; Puerto de Lirquén, Memoria y Balance Anual, 2000.

### **(2) Development Plans**

Due to high levels of competition and increasing demand to accommodate container cargo, plans for expansion have proven necessary. The following exemplifies such projects.

---

<sup>3</sup> Volume I of JICA Study.

**a. Lirquen**

Firstly, there are plans to finish the widening of Berth II this year in order to expand the container cargo. This will allow for the simultaneous operation of two Liebherr mobile cranes. With such cranes and due to its optimum levels of water depth, the Port is able to serve Panamax ships for containers. In addition, this year there will be additional paved patios (44,300 m<sup>2</sup>) that will be used for the stacking of filled containers as well as a storage area for empty containers. Such investments will enable the Port to have the greatest number of berths and greatest patio surface space in Region VIII.

**b. San Vicente**

The concessionaire has a plan to expand the container yard by relocating the warehouse currently located in front of the cargo handling area. In addition, the acquisition of additional handling equipments are planned. Within ten years, an additional berth will be constructed in correspondence to the growth of container cargo.

**c. Coronel**

Coronel port company has a plan to construct one more wharf with two new berths and a large scale of warehouse for accommodating the break bulk cargo particularly pulp and cellulose. The introduction of modern handling equipment including cranes at the wharf will be an another issue for improving the port operation.

**Table C.7 Plans for Port Expansion**

Ports	Development Plans
Lirquén	- Enlargement project for container cargo. Investments of greater than US\$40 million. Financing will be provided privately.
San Vicente	- Increase water depth, surface and length of berth no. 3 by year 2003; invest in modern multipurpose cranes and information equipment to improve port management. - In future, expand by investing in 3 new berths <sup>4</sup> . Financing is currently being negotiated with the local and international banks.
Coronel	- This Port has recently made private investments in a third berth for break bulk cargo. - Also plans for the construction of a second berth with 2 sites, new wharf of 3 hectares, warehouses of 10,000 m <sup>2</sup> .

Sources: San Vicente Terminal Internacional, 2001; Puerto de Lirquén, Memoria y Balance Anual, 2000.

**2.2 Improvement of Port Access**

**2.2.1 San Vicente – Talcahuano Port Complex**

Two principal projects are under development regarding the improvement of the access routes to the Port Complex. Such projects will improve congestion in the Concepción and Talcahuano cities as well as decrease travel time to/from the Port Complex.

**(1) Concepción - Talcahuano Highway**

A major advance regarding port access is the improvement of the Concepción – Talcahuano Highway. The project is a private initiative beginning on April 28, 2000

<sup>4</sup> *Modernización Portuaria en Chile, 1994-2000*. Santiago, December 1999, p. 69.

with plans to be completed by October 2001. Currently, there has been a 30% advance. The cost of the project is approximately 2,000,000,000 pesos.

The project includes paving 1,000 meters of the existing two-lane highway, together with the construction of various elevations, allowing for a safe and quicker flow of traffic coming from Concepción. This flow of traffic accounts for almost the entire flow of heavy traffic that circulates to and from the Talcahuano and San Vicente Ports. In addition, it involves all those vehicles coming from the north with destination to the Port of Coronel <sup>5</sup>.

## **(2) Ruta Interportuaria**

With the goal of improving a major access to the Talcahuano and San Vicente Port Complex, the construction of a new road corridor is under discussion. This will allow the connection of the north access of Concepción (the Itata Route) with the existing Concepción – Penco Highway (Route 150) to arrive at the Talcahuano Port zone. The project will represent an alternative to Route 150 in the Penco – Talcahuano section allowing for less congestion in the urban areas of Concepción and Talcahuano. This will enable a direct connection between the various port complexes in the Metropolitan area. The concession consists in constructing approximately 15 km of simple paved road, of which 10.9 km corresponds to the route that unites the North Access of Concepción with Route 150 (already initiated). The construction is scheduled to start by the end of 2002.

Complementing the *Ruta Interportuaria* are three other initiatives.

- Direct connection to the San Vicente and Talcahuano Ports from the north as well as the south areas.
- Penco By-Pass
- Connection of north access of Concepción with Itata Highway

The Ruta Interportuaria will include a direct connection to the San Vicente port from the north by constructing an overpass crossing the railway for Talcahuano. In addition, the Penco By-Pass will be constructed, beginning at Route 150. The By Pass will continue parallel to Route 150. It will be possible to access the south from the urban zone of Penco and vice versa via the By-Pass. This By-Pass will avoid traffic having to pass through the city of Concepción. Finally, a link with the Itata Highway is being considered by forming a connection with the north access of Concepción.

## **(3) Gran Bretana and Coastal Road**

Most part of the Coastal road along the Biobío river has been completed. Accordingly if the Gran Bretana is additionally improved, the Vicente/Talcahuano port will be able to be reached from the south without passing through the urban areas of Concepción and Talcahuano.

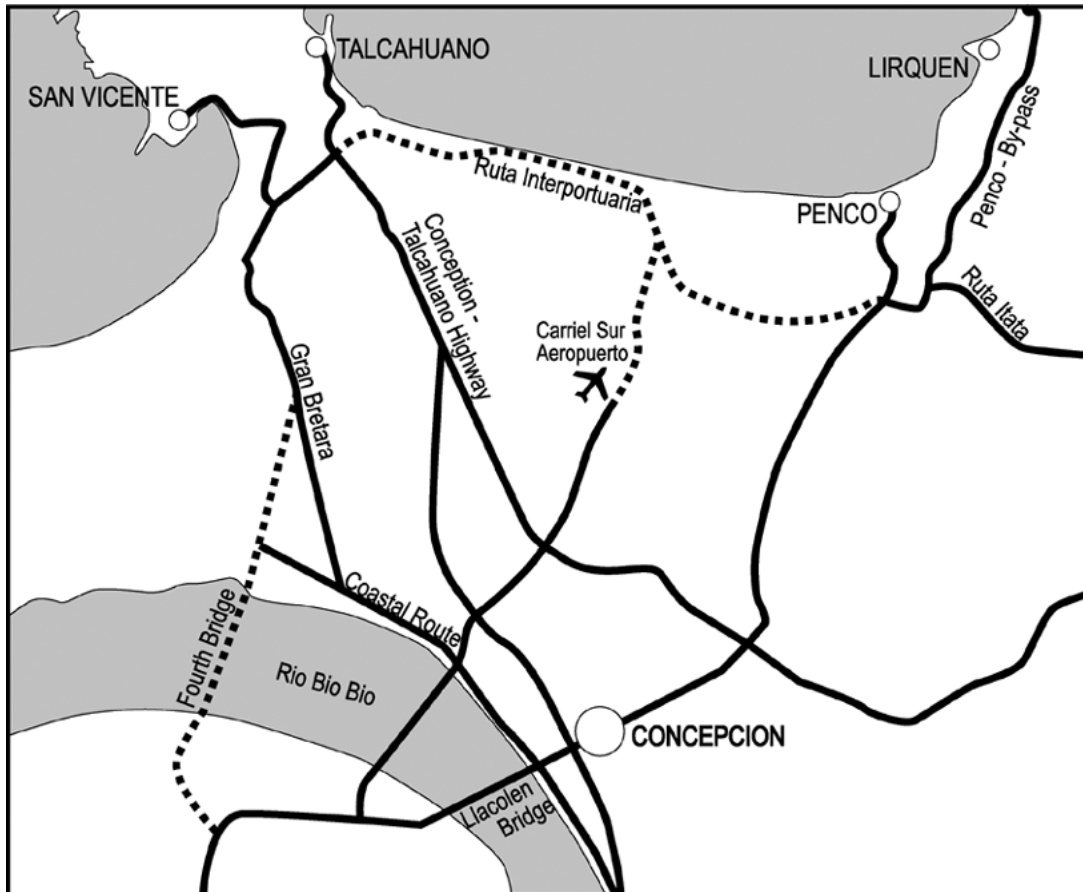
## **(4) Fourth Bridge**

In addition to the two major projects mentioned above, MOP is contemplating the construction of a fourth bridge over the Bío Bío River allowing port traffic from the south to pass directly to the ports. The demand for such a project is still unknown and therefore it is unclear as to whether the project will actually take form.

---

<sup>5</sup> Dirección Regional de Vialidad, Concepción, July 04, 2001.





**Figure C.3 Development Plans of Port Access Roads**

**Table C.8 Access to Talcahuano – San Vicente**

Name of Access	Current Conditions	Priority	Stage of Implementation	Background Information
Concepción – Talcahuano Highway	Improvements necessary.	High	04/28/00 – 10/14/01	Accounts for almost the entire flow of heavy traffic circulating to/from the Talcahuano and San Vicente Ports. In addition, involves all vehicles coming from the north with destination to Coronel Port.
Ruta Interportuaria	Road does not exist	High	Plans to begin implementation	This new road corridor will allow the connection of the north access of Concepción (the Itata Route) with the existing Concepción – Penco Highway (Route 150) to arrive at the Talcahuano Port zone. Cargo coming from the Itata Route will not have to pass through the city. Included in this alternative is the construction of the Penco By-Pass connecting Penco with Lirquén.
Fourth Bridge	Does not exist	Low - Mid	Unclear if project will take form, demand unknown	A fourth bridge over the Bio Bio River would allow port traffic to pass directly to the ports.

Sources: Dirección Regional de Vialidad, Concepción, 2001; Comisión de Planificación de Inversiones en Infraestructura de Transporte, 2001.

## 2.2.2 Coronel Port Southern Access Route

The southern access route to the Port of Coronel requires improvement. Today, trucks must pass through city streets. The idea is to construct a by-pass following the coast and arriving at the port.

**Table C.9 Access to Coronel Port**

Name of Access	Current Conditions	Priority	Stage of Implementation	Background Information
Southern Access Route	Port access road does not exist.	High	NA	Improvement of southern access route needed following the coast and arriving at the Port. Today, trucks must pass through city streets.

Sources: Dirección Regional de Vialidad, Concepción, 2001; Comisión de Planificación de Inversiones en Infraestructura de Transporte, 2001.

## 2.3 Strategy for Trans-Andes Route

As suggested in the Regional Development Strategy 2000 – 2006 of the eighth region, the international pass connecting Talcahuano with Bahía Blanca has the potential to act as a Bi-oceanic Corridor that would allow for the transfer of products from Southern Cone countries to the Asia Pacific and the west coast of the United States<sup>6</sup>. Once necessary improvements of the Port Complex are realized, it will be much more likely that neighboring countries will choose this Gateway as an alternative.

### 2.3.1 Chile-Argentine Agreement on Route Development

Meetings are scheduled regularly between Chile and Argentina regarding the development of the Bi-Oceanic Corridor. Argentina, especially, is interested in fostering this corridor so to ease exports to southern Chile. It has been agreed that Argentina will pave approximately 30 km that is lacking on the Argentinean side. Widening the highway into 4 lanes is not seen as necessary today, though perhaps it would be useful to widen the central valley where costs are less.

### 2.3.2 Progress of Bi-oceanic Corridor

There currently exists an agreement entitled, Coordination Agreement of Cooperation and Integration, Maule, Bío Bío and Araucanía Regions or, *Coordinación Convenio de Cooperación e Integración Regiones del Maule, Bío Bío y la Araucanía*, that in addition to increasing relations between Regions VII, VIII and IX, proposes to foster the development of possible Bi-oceanic Corridors. This Committee has made advances in the following ways.

#### (1) Alternative Roads: South Sector

The following potential Bi-oceanic Corridors are considered of greatest priority.

a. Pino Hachado – Victoria – Collipulli – Ruta 5 – Mininco – Tueral – Renaico – Negrete – Nacimiento – Santa Juana – Ports  
Length = 382 km

b. Pino Hachado – Victoria – Ruta 5 – Collipulli – Los Angeles – Cabrero - Ports  
Length = 385 km

<sup>6</sup> *Estrategia Regional de Desarrollo, 2000 – 2006.*

c. Pino Hachado – Victoria – Traiguén – Puren – Contulmo – Arauco - Ports

**(2) Alternative Roads: North Sector**

a. Pehuenche – Ruta 5 – Ruta del Itata – Ports

b. Pehuenche – Arco Oriente (Linares) – Ruta 5 – Ruta del Itata – Ports

The Seremis of MOP have agreed to complete various initiatives. First, to develop a report including the length of the various bi-oceanic corridor alternatives; the total number and costs of road tolls (to clarify existing road tolls on national routes including public sections or those that are under concession); advances regarding the pavement of roads, required investment and programmed investment. Second, it is agreed to suggest to the Border Commission (*Comisión de Fronteras*) that Chile and Argentina study the demand for the transport of cargo via the international passes in the Bío Bío Region.

It is agreed that the regional Intendentes will advance in the following ways. First, a study will be done to determine the amount of cargo that passes to and from Argentina. Second, the route that will be used as the bi-oceanic corridor in the north and/or south sector will be determined. In accordance with these outcomes, investments on part of the state will be determined. Third, a map including the corridor in the three regions will be constructed. Fourth, a proposal for the construction of dry ports will be developed. Finally, it is agreed that the three regional Intendentes must prioritize investment at the regional level while doing so in a coordinated manner<sup>7</sup>.

**2.3.3 Concluding Remarks**

It is necessary to further foster the development of the Port Complex in the eighth region. Though it may appear that port capacity is sufficient, when looked at more closely, this does not seem so obvious. Improvements are necessary in such areas as increased infrastructure for container cargo, improved and more direct access routes and enhanced coordination and specialization among ports, which will ultimately contribute to a greater degree of efficiency. Such improvements will result in a greater demand for port services and a higher flow of cargo.

---

<sup>7</sup> Secretarial Regional Ministerial de Planificación y Coordinación, Región del Bío Bío. *Minutes: Coordinación Convenio de Cooperación e Integración Regiones del Maule, Bío Bío y la Araucanía, December 06, 2000.*

## **APPENDIX D: Members of Steering Committee**

### **CHILEAN SIDE**

Mr. Juan Carlos SCAPINI Sarradell	Executive Secretary for Small Industry, Ministry of Economy
Mr. Andrés GONZALEZ	Productive Development Division, Ministry of Economy
Mr. Cristián OCAÑA	Information Technology, Ministry of Economy
Mr. Ulises RETAMAL	Chief, Planning Unit of Ministry of Public Works and Transportation
Mr. Oscar FIGUEROA	Advisor of Ministry of Public Works and Transportation
Mr. Juan CAVADA	Chief, Study Division, MIDEPLAN
Mr. Javier DIAZ V.	Advisor, Regional Division, MIDEPLAN
Mr. Ignacio CANALES	Chief, Division of Strengthening Institutions, SUBDERE
Mr. Carlos ALVAREZ Voullieme	Director, Division of Program Strategy, CORFO
Mr. Mario CASTILLO	Deputy Director, Production Modernization Program, CORFO
Mr. Andrés PARKER	Director, Investment Promotion Direction, CORFO
Mr. Carlos TONDREAU	Production Modernization Program, CORFO
Ms. Karen PONIACHIK	Vice President, Foreign Investment Committee
Ms. Daisy KOHAN G.	Technical Advisor, Foreign Investment Committee
Ms. Jacqueline WEINSTEIN	Sub director, ProChile
Mr. Pablo BALMACEDA	Manager, Asia-Pacific, ProChile
Mr. Rodrigo CÁRCAMO	SME Unit, ProChile
Mr. Washington SAAVEDRA Morán	National Coordinator, ProChile
Mr. Oscar SANTELICES	Director, SERNATUR
Ms. Claudia FERRADA	Regional Coordinator, SERNATUR
Ms. Cecilia ARIAS De Pol	Assistant, Department of Planning, SERNATUR
Ms. Ema LAVAL	ODEPA
Mr. Sergio MUJICA	Director, SERNAPESCA
Ms. Maía Eugenia MORAGA	Chief, Coordination Department, AgCI
Mr. Ivan MERTENS Galle	Coordinator, Environment and Technology Transfer Area, AgCI

**JAPANESE SIDE**

Dr. Akio HOSONO	Head, Advisory Committee for the Study
Mr. Kazuchika SATO	Advisory Committee for the Study
Mr. Kimihiko INABA	Advisory committee for the Study
Ms. Reiko AKEZUMI	Staff, First Development Study Division, Social Development Study Department, JICA
Mr. Shu SAKURAI	Staff, First Development Study Division, Social Development Study Department, JICA
Ms. Masami NAKANISHI	Coordinator, JICA
Mr. Kengo YAMADA	Coordinator, JICA
Ms. Masami IKUTA	Coordinator, JICA

## APPENDIX E: Members of JICA-EPIE Study Team

	Name	Assignment
1	Dr. Norimichi TOYOMANE	Team Leader/Chilean Economy
2	Mr. Naoya TAKEBE	Export and Investment Promotion (1)
3	Dr. Satoko Watanabe EMOTO	Export and Investment Promotion (2)
4	Mr. Koji MIZUNO	Investment Environment
5	Mr. Norihiro OKUMURA	Economy of North Zone
6	Mr. Yoshinari YAMAMOTO	Economy of Central Zone
7	Mr. Hiroo OKUDA	Economy of Metropolitan Zone
8	Mr. Hiroshi YOSHIMURA	Economy of South Zone
9	Ms. Michiko IIZUKA	Environment/Economy of Austral Zone
10	Mr. Tomoyuki NUMACHI	International Economy
11	Mr. Shinichi OKUBO	Labor and Human Resources
12	Mr. Toshisada KATSURADA	Infrastructure Development
13	Mr. Tetsuo WAKUI	Transportation
14	Mr. Tomoyasu SHIDARA	International Distribution and Logistics
15	Mr. Yoshiharu OHASHI	Domestic Distribution and Logistics
16	Mr. Toshihiro ENAMI	Information Technology (1)
17	Mr. Atsushi TOKURA	Information Technology (2)
18	Ms. Mimi NISHIKAWA	Japanese Investors Survey
19	Mr. Hideo SAKURABA	Interpreter
20	Ms. Luz Maria SERRANO	Interpreter
21	Ms. Maria Constanza SOTOMAYOR	Interpreter
22	Ms. Sylvia CAMPOS	Interpreter
23	Mr. Rodrigo Ernesto ARAYA	Interpreter
24	Ms. Yasuna Catalina CAYUN	Interpreter
25	Ms. Lisa RIOS	Research Assistant
26	Mr. Miguel TORRES	Research Assistant
27	Ms. Jacqueline ROMANO	Research Assistant
28	Ms. Camila BUZIO	Research Assistant
29	Mr. Pieniro CLAROS	Research Assistant
30	Ms. Maria Alejandra OVALLE	Research Assistant
31	Mr. Marcelo Andres ORTUZAR	Research Assistant
32	Mr. Thomas LEVRINI	Research Assistant
33	Ms. Mina SAKURAI	Team Administration
34	Ms. Junko GOTODA	Team Administration
35	Ms. Alejandra OGINO	Secretary
36	Ms. Daniela FUENTES	Secretary

## **APPENDIX F: Members of Working Groups**

### **Members of North Zone Working Group** (In alphabetical order)

Mr. Alejandro Bell, SEREMI of Finance, Tarapaca Region

Mr. Pedro Beovic, President, Confederation of Production and Commerce of Arica

Mr. Pedro N. Cabezas, Regional Director, CORFO Antofagasta Regional Office

Mr. Jorge Correa, Director, Chamber of Commerce of Arica A.G.

Mr. Pablo Daud, General Manager, Chamber of Commerce and Industry of Iquique A.G.

Mr. Patricio De Gregorio, General Manager, ZOFRI S.A.-Arica (Chacalluta Industrial Park)

Mr. Gonzalo Greve, General Manager, Centro de Exportacion (Arica)

Mr. Victor Hernandez, Commercial Manager, SOPRODI (Sociedad de Productores y Distribuidores)

Mr. Roberto Herrera, Provincial Government of Arica

Mr. Victor Leon, SEREMI of Economy, Mining and Energy, Tarapaca Region

Mr. Roberto Martinic, Regional Director, CORFO Tarapaca Regional Office

Mr. Hernan Montero, Business Manager, ZOFRI S.A.

Mr. Mauricio Mulet, Regional Director, CORFO Atacama Regional Office

Mr. Alvaro Palma, Director of Planning and Accounting Professor, University of Tarapaca

Mr. Eusebio Sankan, General Manager, Arica Port Company

## Members of Central Zone Working Group

### First Meeting: November 28, 2000

Mr. Andres Cordova	Productive Development Officer	CORFO V Region
Mr. Marcos Leal	Investment Promotion Officer	CORFO V Region
Mr. Gregorio Iniguez	General Manager	ASIVA
Mr. Karl Dietert	Secretary of Regional Ministry	SERPLAC
Mr. Manuel Chinchon	Regional Director	Direccion Regional de Aduanas
Mr. Jose Andres Prado Hermosilla	Director	ProChile
Mr. Edmundo Silva Martel	Operation Manager	Empresa Portuaria San Antonio
Ms. Johana Mellado	Assistant	SERNATUR
Mr. Augstin Diaz	Executive Director	FINANPROYECT LIMITADA
Ms. Vania Gomez	Project Engineer	CINDE
Mr. Yoshinari Yamamoto	Economy of Central Zone	JICA-EPIE
Mr. Hiro Okuda	Economy of Metropolitan Zone	JICA-EPIE
Ms. Constanza Sotomayor	Interpreter	JICA-EPIE

### Second Meeting: December 26, 2000

Mr. Marcos Leal	Investment Promotion Officer	CORFO Valparaiso Regional Office
Mr. Manuel Chinchon	Regional Director	Direccion Regional de Aduanas
Mr. Ivan Villalon		ASIVA
Ms. Monica Olivares		ProChile V Region
Ms. Marlen Sanchez T.		Oficina de Desarrollo Economico
Ms. Claudia Silva		Oficina de Desarrollo Economico
Mr. Yoshinari Yamamoto	Economy of Central Zone	JICA-EPIE
Mr. Tomoyasu Shidara	International Distribution and Logistics	JICA-EPIE
Ms. Constanza Sotomayor	Interpreter	

### Third Meeting: January 17, 2001

Mr. Andres Cordova	Productive Development Officer	CORFO V Region
Mr. Marcos Leal	Investment Promotion Officer	CORFO V Region
Mr. Orlando Barreaux	General Manager	INCOS
Mr. Manuel Chinchon	Regional Director	Direccion Regional de Aduanas
Mr. Alejandro Corvalan		SEREMI de Economoa V Region
Mr. Gregorio Iniguez	General Manager	ASIVA
Mr. Italo Iturrieta	Commercial Manager	Terminal Pac_fico Sur (TPS)
Mr. Edmundo Jimenez	Advisor	SEREMI V Region
Ms. Sylvia Lillo Gerli	Product Manager	ProChile V Region
Ms. Claudio Waghorn Gallardo	General Director, General Direction of Communication	Universidad Federico Santa Maria
Mr. Alejandro Zuleta	Regional Director	SAG
Mr. Kengo Yamada	Coordinator for EPIE	JICA
Mr. Norimichi Toyamane	Team Leader	JICA-EPIE
Mr. Naoya Takebe	Export & Investment Promotion (1)	JICA-EPIE
Ms. Satoko Emoto	Export & Investment Promotion (2)	JICA-EPIE
Mr. Yoshinari Yamamoto	Economy of Central Zone	JICA-EPIE
Ms. Constanza Sotomayor	Interpreter	JICA-EPIE
Mr. Rodrigo Araya	Interpreter	JICA-EPIE



### **Members of South Zone Working Group**

Jorge Cabrera, INFOR, Valdivia  
Jeannet Hernandez, CONAF 10<sup>th</sup> Region  
Patricia Jimenez, Surambiente  
Valeska Kahler, Productores Organicos  
Andres Kuschel, La Casa de Oma  
Sibel Villalobos, CONAMA 10<sup>th</sup> Region  
Eugenio Larrain, Fundacion Chile, 10<sup>th</sup> Region  
Raul Manzano (represented by Nacy Vera), SERNATUR 10<sup>th</sup> Region  
Miriam Seguel, University of Austral  
Juan Carlos Vergara, SERPLAC

From the second Working Group  
Santiago Mejias, SEREMI, Economia  
Venessa Vejeles (represented by Roxana Monsalve), Prochile, 10<sup>th</sup> Region  
Victor Herrero, HE Tour, Valdivia  
Tiglat Montecinos, Chocolateria Entrelagos, Valdivia  
Julio de Rementeria, Sosur  
Claudio Femenias, Corporacion Ambiental del Sur

## APPENDIX G : List of People Interviewed

### Region I

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Agustín Fernandez	Gerente General	Maestranza Fernández S.A.	Arica
Angélica Flores		Hotel Azapainn	Arica
Brania Castillo Lemee	Gobernadora Provincial de Arica	de Gobierno Regional de Tarapacá	Arica
Carlos Wilson Pinto		Hotel Sol de Arica	Arica
Cristián Álvarez	Ejecutivo	PROFO Hotelero	Arica
Edgardo G. Álvarez Durán	Jefe de Estudios	SERPLAC	Iquique
Eduardo Santiago Saracho	Gerente de Comunicaciones Corporativas	Zona Franca de Iquique.S.A.	Iquique
Elena & Oscar Mura		Taller 6+8	Arica
Emilio Rodríguez Ponce	Vicerrector, Administración y Finanzas	Universidad de Tarapacá	Arica
Enzo Scarffia Muñoz	Gerente Comercial	Metalúrgica Arica Soc. Ltda.	Arica
Ernestina Silva Villegas	Gerente	Creaciones Tina	Arica
Eugenio Celedón	Asesor	Ilustre Municipalidad de Arica	Arica
Eusebio Sankan Tapia	Gerente General	Puerto Arica	Arica
Fernando Guzmán Solís	Gerente General	Industriales de Iquique y Zofri S.A.	Iquique
Fernando Hormazábal Pastén	Administrador Convenios Compañías Mineras	Asociación de Industriales de Iquique y Zofri A.G.	
Fernando Veloso Aguayo	Gerente de Administración y Finanzas	NITTO	Iquique
Francisco melus Onate	Gerente General	Sociedad Minera Macarena	Arica
Gastón Soto	Gerente Comercial	CEPA	Arica
Gerardo A. Miranda Espinoza		GME Strucmetal	Arica
Germán Gampuy Pineto	Controlador de Planta de Embotellación y Soplado	Embotelladora Tarapacá S.A. Chusmiza "Chusmiza"	
Gloria Delucchi Álvarez	Directora	Universidad Arturo Prat, Instituto Iquique de Estudios Internacionales	
Gonzalo Cid Passarini	Subgerente de Desarrollo y Estudio	Zona Franca de Iquique.S.A.	Iquique
Gonzalo Grebe Noguera	Gerente General	Administradora Ferrocarril de Arica a La Paz - FCALP	
Gregorio Paz	Secretario Regional Ministerial	Ministerio de Planificación	Iquique
Gustavo Cuevas	Director Provincial	SERNATUR	Arica
Hernán Moreno Jaramillo	Gerente de Negocios	Zona Franca de Iquique.S.A.	Iquique
Héctor Bernales Alvarez	Sub Gerente de Explotación	Empresa Portuaria Iquique	Iquique
Isidro Vásquez	Gobernador	Gobernación de Parinacota	Parinacota
Iván Barbaric	Director Regional	SERNATUR	Iquique
Jaime Araya Gallardo	Director	Asociación de Industriales de Iquique y Zofri A.G.	Iquique

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Jaime Narea Gómez	Manufacturing Director	General Motors Chile S.A.	Arica
Jaime Saldias Rojas	Subgerente Control de Gestión	Empresa Portuaria Iquique	Iquique
Jaime Valdebenito Alcócer	Director	INACAP ARICA (instituto Nacional de Capacitación)	Arica
Jorge Aragón	Presidente	Cámara de Turismo	Arica
Jorge Benavides Silva	Decano, Facultad de Ingeniería	Universidad de Tarapacá	Arica
Jorge Bernal Peralta	Consejero Regional	Gobierno Regional de Tarapacá	Arica
Jorge Correa	Director	Cámara de Comercio de Arica	Arica
Jorge Correa Bascuñán	Gerente Comercial	INCOPIN S.A.	Arica
Jorge Derpich Valdés	Unidad Técnica	Industriales de Iquique y Zofri S.A.	Iquique
Jorge R. Richard V.	Director Ejecutivo	Muebles Stanley S.A.	Arica
José Maruna Canavire	Promotor	Oficina Promoción e Información de los Derechos Indígenas (PIDI) Putre CONADI	Putre
José Miguel Salinas Díaz	Jefe Operaciones	Empresa Portuaria Iquique	Iquique
Juan Carlos Valdivia Ríos	Supervisor de Operaciones	Administración de Servicios Portuarios de Bolivia (ASPB)	Arica
Juan Larenas	Jefe Zona Primaria Aduanas	Servicio Nacional de Aduanas	Arica
Juan San Martín Verdejo	Gerente Explotación	Puerto Arica	Arica
Juan Santander Godoy	Jefe Departamento de Ventas	CORMETAR S.A.	Arica
Juan Vera Pérez	Agente	SAAM S.A.	Arica
Julio Grez Leiva	Jefe Departamento de Suministros	General Motors Chile S.A.	Arica
Koji Fujisaki	Gerente General	NEPRO Chile Ltda.	Iquique
Leopoldo Baliaç Arriagada	Director	Asociación de Industriales de Iquique y Zofri A.G.	Iquique
Livio Belair Santi	Gerente General	Puerta de América S.A.	Arica
Luis Devotto	Ejecutivo	PROFO Agrícola	Arica
Luis Tapia Iturrieta	Rector	Universidad de Tarapacá	Arica
Marcos Alballays S.	Jefe de Ventas	Maderas Enco S.A	Arica
Marianela Paredes S.	Gerente	Agencia de Turismo Mane Tour	Iquique
Marianela Paredes S.	Gerente	Mane Tour	Arica
Mario Moya Montenegro	Gerente Comercial	Puerto Arica	Arica
Mario Ortuno Nieto	Presidente	Agrícola SILMAR Ltda.	Arica
Mario Villalón Maldonado	Agente Comercial	Ferronor	Iquique
Marta A. Piña Lobos	Analista de Negocios	Puerto Arica	Arica
María Eugenia Rojas A.	Ejecutiva de Ventas	Panamericana Hoteles Arica	Arica
Maximiliano Cianciotta T.	Presidente	Fiberglass System Chile S.A.	Arica
Miguel Díaz Fuentealba	Gerente	Cámara de Comercio, Industria, Servicios y Turismo de Iquique	Iquique
Moises Prado Martinez	Presidente	Asociación de Industriales de Arica - ASINDA	Arica
Norman Godoy Castañeda	Gerente Comercial	Puerta de América S.A.	Arica

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Oscar Ayavini Amurrio	Ministro Consejero	Consulado General De Bolivia en Arica	
Oscar G. Eloy Gomez	Director	Servicio Municipal de Educación	Arica
Oscar Paez G.	Product Manager	Pro Chile Primera Región	Iquique
Osvaldo Díaz Tapia	Relaciones Públicas	Zona Franca de Iquique.S.A.	Arica
Pablo E. Jimenez Quiñones	Decano, Facultad de Ciencias Sociales, Administrativas y Económicas	Universidad de Tarapacá	Arica
Paolo Quintiliani Parra	Administrador	Hotel El Paso Park Hoteles Cristóbal Inn	Arica
Patricio Arancibia	Gerente	Corporación Desarrollo de Arica	Arica
Patricio Zapata	Intendente Regional	Intendencia Regional	Iquique
Patricio de Gregorio R.	Gerente Arica	Zona Franca de Iquique.S.A.	Arica
Pedro Arancibia Galaz	Gerente Filiales	MAIGAS Arica S.A.	Arica
Pedro Beovic	Presidente	Confederación de Producción y Comercio de Arica/Beovic Transporte	Arica
Pedro Vizcarra	SubGerente General	Química e Industrial del Boraz Ltda.	Arica
Pío López Lanzas	Gerente Administrativo	Maestranza Fernández S.A.	Arica
Ricardo Porcell	Secretario Regional Ministerial	Seremi Agricultura	
Roberto Quintana	Gerente General	Metalúrgica Arica Soc. Ltda.	Arica
Rodolfo Barbosa Barrios	Jefe Zonal Area Comercial	ARIZTÍA	Arica
Rodolfo Cannobio Cuevas	Jefe Provincial	Ministerio de Obras Públicas	Arica
Rodolfo Pérez Chantier	Subgerente	Zona Franca de Iquique.S.A.	Arica
Ronnie Manzo Barriga	Subgerente de Desarrollo y Negocios	Empresa Portuaria Iquique	Iquique
Roxana Belaunde G.	Directora Regional	Prochile	Arica
Sergio Méndez Rivera	Arquitecto Unidad Técnica Arica	Gobierno Regional de Tarapacá	Arica
Sofía Montecinos	Encargada de Mantenimiento y Administración Complejo Fronterizo Chacallut	Ministerio el Interior	Arica
Solange Medina Espinoza	Relacionadore Pública	Empresa Portuaria Iquique	Iquique
Tadashi Nishimura	SubGerente General	NITTO	Iquique
Víctor León Ossandón	Secretario Regional Ministerial	Seremi Economía	Iquique
Víctor Hernández Coloma	Gerente Comercial	SOPRODI S.A.	Arica
Víctor Illanes Marin	Encargado Planificación y Fomento	SERNATUR, Oficina Local de Turismo, Arica y Parinacota	Arica
Víctor León Ossandón	Secretario Regional Ministerial	Seremi Minería	Iquique
Yasuhiro Imajo	Gerente de Mantenimiento y Electricidad	NITTO	Iquique

## Region II

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Alejandro Pizarro B.	Secretario Regional Ministerial	SEREMI Agricultura	Antofagasta
Alvaro Fernández Slater	Administrador del Puerto	Empresa Portuaria Antofagasta	Antofagasta
Antonio Espinoza	Sánchez Secretario Regional Ministerial	SEREMI Economía	Antofagasta
Antonio Espinoza	Sánchez Secretario Regional Ministerial	SEREMI Minería	Antofagasta
Arturo Huerta Gil	Gerente General	Huerta y Cía Ltda.	Calama
Carlos Guerra Biaggini	Gerente	Biaggini Inmobiliaria y Comercial S.A.	Antofagasta
Carlos Yanine	Subgerente Comercial	FCAB	Antofagasta
Claudio González Tassara		Hotel/Restaurant Tulor	San Pedro de Atacama
David Guínez	Gerente	Guínez Ingeniería Ltda.	Antofagasta
Fernando Barraza González	Gerencia de Planificación y Negocios	Empresa Portuaria Antofagasta	Antofagasta
Fernando Cortez Guerra	Secretario Regional Ministerial de Planificación y Coordinación	Gobierno Regional	Antofagasta
Francisco J. Korlaet Music	Gerente Comercial	Korlaet	Antofagasta
Félix Hauck Folatre	Gerente Planificación y Negocios	Empresa Portuaria Antofagasta	Antofagasta
Guillermo Díaz Villavicencio	Secretario Regional Ministerial	Ministerio de Transporte y Telecomunicaciones	Antofagasta
Herman Flores Carrillo		Empresa de Transporte El Abra Ltda.	Antofagasta
Humberto Burgos Romero	Director de Operaciones	Complejo Portuario Mejillones S.A. Filial Codelco	Antofagasta
Jaime Guajrdo T.	Director Regional	Prochile	Antofagasta
Juan Pablo León Utrera	Jefe de Proyectos	Asociación de Industriales Antofagasta	Antofagasta
Juan Sota Aguayo		Planeta Aventura	San Pedro de Atacama
Marcelino Carvajal Ferreira	Alcalde	Ilustre Municipalidad de Mejillones	Antofagasta
Miguel Riquelme Figueroa	Jefe de Operaciones	Agencias Marítimas Broom y Cía.	Antofagasta
Patricio Huerta Morales	Dirección Asuntos Públicos	CODELCO Chile- División Chuquicamata	
Percy Paredes R.	Gerente de Planta	Petricio Industrial Planta Antofagasta	Antofagasta
Roberto Lam Solís	Gerente General	Arauco Ltda.	Antofagasta
Sergio Retamal Quiroz	Gerente Explotación	Empresa Portuaria Antofagasta	Antofagasta

## Region III

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Abdón Baraqui Jiménez		Supermercados Abarttal	Vallenar
Antonino Prado Castro	Secretario Regional Ministerial	SEREMI Minería	Copiapó
Bernardo Véliz Campos	Gerente Producción Planta Congelados	Pesquera Playa Blanca S.A.	Caldera
Cristóbal Thompson Santo	Subgerente de Desarrollo	Cultivos Marinos San Cristóbal	Caldera
Daniel Llorente Vinales	Sub Gerente General	Llorente Industrial	Vallenar
Edwin Martínez Beltrani	Gerente de Producción	Cultivos Marinos Flamenco	Chañaral
Eugenio Parra Stockebrand	Gerente Operaciones	Eléctrica Guacolda	Huasco
Gubier Marambio H.	Gerente General	Soquimet Ltda.	Copiapó
Jaime Barceló Figueroa	Gerente General	Metalúrgica Puerto Caldera	Caldera
Jaime Perello		Industrias Jaime Perello Arior	Vallenar
Jorge Enrique Sierralta Muranda	Jefe de Mantención	CIA Pesquera Camanchaca S.A.	Caldera
Juan Claudio Rodríguez Acuña	Secretario Regional Ministerial	SEREMI Agricultura	Copiapó
Juan Noemí	Director Regional	Prochile	Copiapó
Miguel Vargas Correa	Secretario Regional Ministerial de Economía	SEREMI Economía	Copiapó
Miguel Vargas Correa	Secretario Regional Ministerial de Economía (Región de Atacama)	Subsecretaría de Economía Región de Atacama	Copiapó
Sebastián Callejas Matic	Gerente General	Cultivos Carrizal Ltda.	Freirina

## Region IV

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Alberto Olivares	SubGerente de Operaciones	Socovel	Coquimbo
Aldo Oliver Gramola	Presidente	Papayas Oliver	Vicuña
Alejandro Ayres Mangas	Gerente General	Sociedad Agrícola Los Tunantes S.A.	La Serena
Alfredo Cáceres Koyck	Administrador Planta Coquimbo	Planta San José S.A.	Coquimbo
Ana María Fuentes C.	Producto Manager	ProChile Cuarta Región	La Serena
Ángela María Rojas Escudero	Secretaria Regional Ministerial	SEREMI Agricultura	La Serena
Arturo Wenzel	Commercial Vicepresidente	Compañía Minera del Pacífico S.A. - CMP	La Serena
Carlos Andrade Niklitschek	Gerente Técnico - Enólogo	Viña Francisco de Aguirre	Ovalle
Carolina Riquelme Sepulveda	Secretario Regional Ministerial	Ministerio de Economía	La Serena
Carolina Riquelme Sepúlveda	Programa de Inversiones, Promoción y Atracciones	SEREMI	La Serena
Cecilia Prats Cuthbert	Directora Regional	Servicio Nacional de Turismo - SERNATUR	La Serena
Ernesto Alvear Garrido	Secretario Regional Ministerial	SEREMI Minería	La Serena
Eugenio Munizaga Rodríguez	Presidente	Asociación Gremial de Empresarios Agrícolas de Productos de Exportación	La Serena
Fernando Echevarría Osorio	Director	ProChile Cuarta Región	La Serena
Giorgio Flessati	Managing Director	Concilio	Vicuña
Guido Alvarez	Vicepresidente	Asociación Pesquera de Tongoy	Tongoy
Guillermo Machala Rodríguez	Director Regional	Ministerio de Agricultura - INDAP	La Serena
Guillermo Molina Palavecino	Director Regional de Pesca	Servicio Nacional de Pesca	Coquimbo
Humberto Monsalve Avila	Jefe Cultivo Ostión	Pesquera San José S.A.	Tongoy
Héctor Miranda	Socio A.G.	Asociación Pesquera de Tongoy	Tongoy
Ivonne Etchepare Robert	Subgerente Planificación Secretaría General	Cultivos Marinos Internacionales S.A.	Coquimbo
Iván Gutiérrez Vera	Director Regional III-IV Región	Ministerio de Obras Públicas, Dirección de Obras Portuarias	Coquimbo
J. Humberto Aguirre Charlin	Abogado	Asociación de Canalistas del Embalse Recoleta	Ovalle
Jorge Cortés Poblete	Gerente General	Sociedad Agrícola San Jorge Dos Ltda.	Ovalle
Jorge Garrido Pérez	Director Regional	Instituto de Fomento Pesquero	Coquimbo

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Jorge Santos Fuenzalida		PROCOMAR Ltda.	Coquimbo
Juan Soto Parraguirre	Tesorero	Cámara de Comercio y Turismo de La Serena	La Serena
Juan Soto Parraguirre		Treike	La Serena
Leandro Sturia Figueroa	Gerente	Exportadores de Ostiones Ltda.	Coquimbo
Leonardo Carvajal	Presidente	Asociación Pesquera de Tongoy	Tongoy
Luis Alfonso Sánchez Barrera	Ingeniero Agrónomo Gerente	Profo Pimientos	Ovalle
Luperfina Rojas Escobar	Directora - Facultad de Humanidades, Escuela de Ingeniería Comercial	Universidad de La Serena	La Serena
Luz Elena Cornejo Ganga	Directora Centro de Estudios Socioeconómicos y Empresariales	Universidad Francisco de Aguirre	La Serena
Marta Godoy Cortés	Gerente	Elquiprods	La Serena
Masamitu Masuda	Director de Manufactura	Bridgestone Firestone Chile S.A.	Coquimbo
Mauricio A. Barías Pentzke	Gerente Planta Coquimbo	Conservera Pentzke S.A.	Coquimbo
Mauricio Flores Campusano	Gerente de Administración y Finanzas	Socovel	Coquimbo
Mauricio Hernández	Programa de Inversiones, Promoción y Atracciones	Ministerio de Economía	La Serena
Miguel Cabrera Elgueda	Ingeniero Agrónomo Enólogo	Cooperativa Agrícola Pisquera Elqui Ltda. - CAPEL	Vicuña
Miguel Zuvic Mujica	Gerente General	Empresa Portuaria Coquimbo	Coquimbo
Nibaldo Aviles Pizarro	Decano - Facultad de Ingeniería	Universidad de La Serena	La Serena
Osciel Velásquez Leyton	Gerente General	Socovel	Coquimbo
Patricio Campos Lira	Gerente General	Agencias Marítimas del Norte Ltda.	Coquimbo
Raúl Gutiérrez Areyuna	SEREMI OO.PP	Ministerio de Obras Públicas	La Serena
Renán Fuentealba M.	Intendente	Intendencia de La Serena	La Serena
Sergio Bustos Caro	Director Gerente	Agencia de Viajes Ingservtur	Serena
Sergio Gómez	Secretario Regional Ministerial	SEREMI Economía	La Serena
Tetsuro Murofushi	Deputy General Manager	Compañía Minera Huasco S.A.	La Serena



## Region V

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Abel Gallardo	Abogado Gobernación Provincial Valparaíso	Gobernación Provincial de Valparaíso	Valparaíso
Adolfo Morales	Fito	AyerViernes.com	Vina del Mar
Adrian Sepulveda	Urmeneta Operation Vice President	i-Education Holdings	Vina del Mar
Alberto Borquez C.	Gerente General	STI	San Antonio
Alejandro Quiroz	Corvalán Secretario Regional Ministerial	SEREMI Economía	Valparaíso
Alejandro Parés Villarroel	Gerente General	C.T.L.	
Alfredo Sone	Managing Director	SONE SA.	Quillota
Amelia Dondero Carrillo	Directora	CEAL, Universidad Católica de Valparaíso	Valparaíso
Amilcar Morales	Gerente General	MM Ingeniería de Software	Valparaíso
Amilcar Morales	Gerente General	Ingenieria de Software	Valparaíso
Andres Guarello W.	Gerente General	SOLEM	Vina del Mar
Andrés Eduardo Muñoz	Link Gerente General	MERVAL	Valparaíso
Andrés Merello Norero	Gerente General	Confites Merello S.A.	Limache
Antonio Cifuentes de la Torre	Secretario Facultad de Recursos Naturales	Universidad Católica de Valparaíso	Valparaíso
Arturo Leiva Dimter	Gerente General	Valles de Petorca	
Augsto Vergara L.	Gerente Proyecto	CURAUMA Parque Industrial y Empresarial	Curauma
Augusto Aninat del Solar			Santiago
Bernardo Arriaza G.	Director Regional	SERNATUR	Viña del Mar
Caludio Rojas L.	Asistente de Marketing	AyerViernes.com	Vina del Mar
Carlos Alcazar		i-Education Holdings	Vina del Mar
Carlos Calderón Moreno	Agente de Aduana	Carlos Calderón Moreno	Valparaíso
Carlos Inostroza	Secretario Regional Ministerial	SEREMI Minería	Quilpué
Carlos Inostroza Bilbao	Secretario Regional V Región	Ministerio de Transporte y Telecomunicaciones	Valparaíso
Carlos Rivera Heavey	Coordinador de Proyectos	Cámara Marítima y Portuaria de Chile	Valparaíso
Carlos Rojas Martorell	Coordinador Ejecutivo	Centro de Estudios de la Región de Valparaíso	Valparaíso
Carlos Santiago Vargas	Farias Jefe de Área, Centro de Asistencia y Formación Empresarial	Universidad Técnica Federico Santa María	Valparaíso
Carlos Simón Cood	Gerente de División	Oxignin	Valparaíso
Carlos Vera	Jefe de Planificación Naviera	TPS Valparaíso	Valparaíso
Cecilia Reyes	Jefe de Carrera	Universidad Técnica Federico Santa María, Departamento de Informática	Valparaíso

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Claudia Zepeda Días	Administración y Finanzas	Distribuidora de Productos del Mar S.A.	Valparaíso
Claudio Carmona Canessa	Gerente	Viveros del Valle de Aconcagua	Quillota
Claudio Galdames O.	Adm. and Financial Manager	SONE SA.	Quillota
Claudio Matamoros	Ingeniero Civil	Universidad Técnica Federico Santa María, Departamento de Informática	Valparaíso
Claudio Waghorn Gallardo	Director General	Universidad Técnica Federico Santa María	Valparaíso
Claudio Waghorn Gallardo	Director General	Universidad Técnica Federico Santa María	Valparaíso
Cristián Bahamondes P.	Ing. Agrónomo U. De Chile	New York Exportaciones y CIA Ltda.	Llay-Llay
Cristián Bahamondes P.	Ing. Agrónomo U. De Chile	New York Exportaciones y CIA Ltda.	Llay-Llay
Cristián Neuweiler	Departamento Transformadores	RHONA S.A.	Viña del Mar
Cristián Neuweiler	Departamento Transformadores	RHONA S.A.	Viña del Mar
Cristóbal Fernández Robin	Director Departamento Industrias	Universidad Técnica Federico Santa María	Valparaíso
Cristóbal Fernández Robin	Director Departamento Industrias	Universidad Técnica Federico Santa María	Valparaíso
Daniel Herrera Orellana	Gerente de Operaciones	C.T.L.	Viña del Mar
Daniel Herrera Orellana	Gerente de Operaciones	C.T.L.	Viña del Mar
Daniel Rodríguez Schultz	Ingeniero Civil Electrónico	Universidad Técnica Federico Santa María, Departamento de Electrónica	Valparaíso
Daniel Rodríguez Schultz	Ingeniero Civil Electrónico	Universidad Técnica Federico Santa María, Departamento de Electrónica	Valparaíso
Daniel de Blassis Vargas	Gerente Regional	David del Curto S.A.	San Felipe
Daniel de Blassis Vargas	Gerente Regional	David del Curto S.A.	San Felipe
Dante Pesce	Director, Escuela de Ingeniería Industrial	Universidad Católica de Valparaíso	Valparaíso
Dante Pesce	Director, Escuela de Ingeniería Industrial	Universidad Católica de Valparaíso	Valparaíso
Dante Pesce Santana	Director	Universidad Católica de Valparaíso Escuela de Ingeniería Industrial	Valparaíso
Darcy Fuenzalida O.	Gerente General	SERCO	Vina del Mar
Diego Sepúlveda L.	Abogado	Consultora Latinoamericana en Transporte Ltda.	Reñaca

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Diego Sepúlveda L.	Abogado	Consultora Latinoamericana en Transporte Ltda.	Reñaca
Dr. Luis Mella Gajardo	Alcalde	Municipalidad de Quillota	Quillota
Dr. Luis Mella Gajardo	Alcalde	Municipalidad de Quillota	Quillota
Eduardo Poggi P.	Inspecciones y Certificación Servicios de Control	Gerente	Valparaíso
Eduardo Poggi P.	Inspecciones y Certificación Servicios de Control	Gerente	Valparaíso
Edward McDonald	Gerente de Operaciones	Unicorn Marine Supply	Valparaíso
Edward McDonald	Gerente de Operaciones	Unicorn Marine Supply	Valparaíso
Enrique Bettoli S.	Presidente	Berttoli S.A.	Quilpué
Enrique Bettoli S.	Presidente	Berttoli S.A.	Quilpué
Enrique Hernández	Presidente	Hernández Motores	Viña del Mar
Enrique Hernández	Presidente	Hernández Motores	Viña del Mar
Enrique Morales	Gerente de Desarrollo y Concesiones	Empresa Portuaria Valparaíso	Valparaíso
Enrique Morales	Gerente de Desarrollo y Concesiones	Empresa Portuaria Valparaíso	Valparaíso
Enrique Prado	Gerente	Galga	
Enrique Prado	Gerente	Galga	
Enzo Ibaceta Orlandini	Ingeniero Comercial	SISDEF LTDA.	Vina del Mar
Ernesto Maggi Pizarro		Maggi	
Ernesto Maggi Pizarro		Maggi	
Ernesto Santibáñez González	Director División Consultoría, Investigación y Desarrollo, Escuela de ingeniería Industrial UCV	EII/CID	Viña del Mar
Ernesto Santibáñez González	Director División Consultoría, Investigación y Desarrollo, Escuela de ingeniería Industrial UCV	EII/CID	Viña del Mar
Eugenio del Campo	Ingeniero de Proyecto	CINDE	Viña del Mar
Eugenio del Campo	Ingeniero de Proyecto	CINDE	Viña del Mar
Felipe Rubio	Export Manager	INDUSTRIAS AMBROSOLI S.A.	Viña del Mar
Felipe Rubio	Export Manager	INDUSTRIAS AMBROSOLI S.A.	Viña del Mar
Fernando Crisóstomo Burgos	Gerente General	Puerto de San Antonio	San Antonio
Fernando Crisóstomo Burgos	Gerente General	Puerto de San Antonio	San Antonio
Fernando Faúndez	Acting Surveyor	ClassNK - Nippon Kaiji Kyokai Chile Ltda.	Valparaíso

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Fernando Faúndez	Acting Surveyor	ClassNK - Nippon Kaiji Kyokai Chile Ltda.	Valparaíso
Fernando Guzmán Loezar	Jefe de Extensión Escuela de Ingeniería de Transporte	Universidad Católica de Valparaíso	Valparaíso
Fernando Guzmán Loezar	Jefe de Extensión Escuela de Ingeniería de Transporte	Universidad Católica de Valparaíso	Valparaíso
Fernando Rios Burgos	Docente, Servicios Asist. Técnica	Universidad Católica de Valparaíso Escuela de Ingeniería Informática	Valparaíso
Fernando Rusowsky Kisiliuk	Commercial Manager	ARMAT S.A.	Quilpué
Fernando Rusowsky Kisiliuk	Commercial Manager	ARMAT S.A.	Quilpué
Fernando Vial Risopatrón		Agrícola Las Masas Ltda.	Llay-Llay
Fernando Vial Risopatrón		Agrícola Las Masas Ltda.	Llay-Llay
Francisco E. Sanz Soto	Gerente General	Cámara Regional del Comercio y la Producción de Valparaíso - CCP	Valparaíso
Francisco Javier Orrego	Gerente	Seuus S.A.	Valparaíso
Francisco Pizarro Solís	Director Escuela de Ingeniería de Transporte	Universidad Católica de Valparaíso	Valparaíso
Gastón Pereira Massei	Gobernador Provincial	Gobernación Provincial de San Antonio	San Antonio
German Lühns Antoncich	Secretario General	Cámara Aduanera de Chile	Valparaíso
Gilbert E. Leiva	President & CEO	i-Education Holdings	Vina del Mar
Giovanni Pesce Santana	Vicerrector, Asuntos Económicos y Administrativos	Universidad Técnica Federico Santa María	Valparaíso
Gregorio Iñiguez Díaz	Gerente General	ASIVA	Viña del Mar
Guillermo Zedan Abuyeres	Presidente	Cámara Regional del Comercio y la Producción de Valparaíso - CCP	Valparaíso
Gustavo Miranda	Gerente General	ClassNK - Nippon Kaiji Kyokai Chile Ltda.	Valparaíso
Harald Jaeger	Gerente General	Empresa Portuaria Valparaíso	Valparaíso
Humberto Chamorro Alvarez	Presidente	Federación de Pescadores Artesanales - FEDEPESCA	Valparaíso
Héctor Valencia Bringas	Gerente General	IST	Viña del Mar
Ignacio Ortega Albónico	Jefe Área de Marketing	Puerto de San Antonio	San Antonio
Jaime Díaz L.	General Manager	ARMAT S.A.	Quilpué
Jorge E. Pimentel	Gerente Técnico	SISDEF Ltda.	Viña del Mar
Jorge E. Pimentel	Technical Manager	SISDEF LTDA.	Vina del Mar
Jorge Jimenez Contreras	Gerente Area Investigacion y Desarrollo	TUXPAN	Vina del Mar
Jorge Jiménez Contreras	Gerente Investigación y Desarrollo	Tuxpan Ingeniería	Viña del Mar

NAME	POSITION	ORGANIZATION/COMPANY	CITY
José Andrés Prado Hermosilla	Director	ProChile	Valparaíso
José Eugenio Egido Arriola		EGIDO	Valparaíso
José I. Sepúlveda Vidal	Secretario Académico Escuela Ciencias del Mar	Universidad Católica de Valparaíso	Valparaíso
José Letelier Morel	Consejero Regional	Gobierno Regional de Valparaíso	Valparaíso
Juan Enrique Sánchez Fernández	Gerente General	ASIVA GREMIAL	Viña del Mar
Juan Pablo Hernández	Ingeniero de Proyecto	Universidad Técnica Federico Santa María, Centro Integrado de Manufactura y Automatización	Valparaíso
Juan Reyes	Gerente	InterTejidos	Viña del Mar
Juan Tampier B.	Consultor de Empresas		Viña del Mar
Juan Varsalovic Mihoevic	Vicerrector de Desarrollo	Universidad Católica de Valparaíso	Valparaíso
Laura Gordon R.	Gerente General	AltaVoz	Vina del Mar
Lic. Gabriel A. Fidel	Subsecretario de Turismo	Gobierno Mendoza	Mendoza
Luis E. Torres	Presidente	Serprotec Limited Corp.	Valparaíso
Luis Hevia	Director	Departamento de Informatica Universidad Tecnica Federico Santa Maria	Valparaíso
Luis Jeldres Moncada	Gerente de Producción y Desarrollo	Vinycon Chilena Ltda.	Viña del Mar
Mafi Sandoval Hormazábal	Master Internacional en Turismo		Viña del Mar
Manuel Chinchón Herrera	Director Regional Aduana de Valparaíso	Servicio de Aduanas	Valparaíso
Marcello Visconti	Doctor en Ciencias	Universidad Técnica Federico Santa María, Departamento de Informática	Valparaíso
Marcelo Arredondo	Gerente	OTT, Oficina de Transferencia Tecnológica	Valparaíso
Marcelo Perrot Agosin		Juguetes PERROT	Valparaíso
Marcos Oyanedel Núñez	Director Gerente, Ingeniero en Sistemas de Información	CEAC Consultores	Viña del Mar
Mario Consigliere Bozzolo	Gerente de Marketing	INDUSTRIAS AMBROSOLI S.A.	Viña del Mar
Mario Fernández	SubGerente General	Lipigas	Viña del Mar
Mario Poggi	Gerente de Operaciones	MARSS S.A.	Valparaíso
María Francisca Briones	Ingeniero Civil Químico, USM Ingeniero de Proyectos	Sistema de Información de Proyectos de Inversión,SIP V	Valparaíso
Miguel Cadenaso Cornejo	Gerencia de Concesiones	Empresa Portuaria	Valparaíso
Miguel Tortello Schuwirth	Gerente Planificación y Gestión	SAAM	Valparaíso

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Oscar Ramírez Vergara	Gerente Comercial	Puerto de San Antonio	San Antonio
Oscar Saavedra Rodríguez	Director General	Universidad Técnica Federico Santa María, Dirección General de Planificación y Desarrollo	Valparaíso
Patricio Pavez Carrera	Director Escuela de Ciencias del Mar	Universidad Católica de Valparaíso	Valparaíso
Peter McGivern	Chief Operating Officer	STI	San Antonio
Rafael Squadritto Moggia	Gerente General	Hotelera Squadritto	Viña del Mar
Raul Novoa C.	Gerente de Operaciones	Cinde	Viña del Mar
Raúl L. Herrera Gallardo	Departamento Planificación y Control, Subdirección de Fiscalización	Servicio Nacional de Aduanas Chile	Valparaíso
Raúl Novoa C.	Gerente de Operaciones	CINDE	Viña del Mar
Renato Aarón Cabrera Tasso	Director Ejecutivo, Centro de Excelencia para la PYME	Universidad Técnica Federico Santa María	Valparaíso
Renzo Devoto Ratto	Director	Universidad Católica de Valparaíso, Escuela de Ingeniería Comercial	Valparaíso
Ricardo Aguilera	Director de Obras	Municipalidad de Llay-Llay	Llay-Llay
Ricardo Ibáñez Pozo	Gerente Administración y Finanzas	ARMAT S.A.	Quilpué
Ricardo Serey Pappagallo	Alcalde	Municipalidad de Llay-Llay	Llay-Llay
Roberto Barraza Moreno	Gerente General	INDUMAC Ltda.	San Felipe
Roberto T. Hirose	Presidente	Instituto de Capacitación ASIVA	Viña del Mar
Roberto Valencia B.	Agente Comercial Internacional	Consultor Comercio Exterior Asesoría Integral a la PYME	Valparaíso
Rodolfo Bickell Dumas	Secretario Ejecutivo Consejo Regional V Región	Gobierno Regional V Región	Valparaíso
Rodolfo García Sánchez	Vicepresidente Ejecutivo	Cámara Marítima y Portuaria de Chile	Valparaíso
Rodrigo Alfaro Arancibia		CEAL, Universidad Católica de Valparaíso	Valparaíso
Rodrigo Ayala Carvallo	Supervisor Operativo TTN	COSAN	Renca
Rodrigo López Echiburu	Gerente Administración y Finanzas	NUTRIFOOD	Viña del Mar
Rodrigo Oyanedel Núñez	Gerente División Servicios	CEAC Consultores	Viña del Mar
Sandra Guardia Illescas	Gerente General	ISG	Valparaíso
Santiago Ferreti	Gerente	Santiago Ferreti	Viña del Mar
Santiago Macias H.	Gerente General	TUXPAN	Viña del Mar
Santiago Macias Huenchullan	Gerente General	Tuxpan Ingeniería	Viña del Mar
Santiago Morixe	Gerente de Ventas	TPS Valparaíso	Valparaíso

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Sergio Marshall G. Ph. D.	Vicerrectoría de Investigación y Estudios Avanzados	Universidad Católica de Valparaíso	Valparaíso
Sergio Vivaceta	Secretario Regional Ministerial	SEREMI Agricultura	Quillota
Sylvia Lillo Gerli	Product Manager	ProChile	Valparaíso
Vania Gómez González	Ingeniero de Proyecto	CPYME	Valparaíso
Verónica Vidal	Departamento de Estudios	Servicios de Aduanas	Valparaíso
Victor Hugo Aguilera	Coordinador de Proyectos	CINDE	Viña del Mar
Wenceslao Montero Sánchez	Sub-Administrador	Agrícola y Frutícola San Carlos	Llay-Llay
Yanko Escalona Escobar	Técnico de Inspección Laboral	C.T.L.	Viña del Mar

Region VI

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Carlos Meza T.	Gerente General	Huerto San Nicolás	San Fernando
Carmen J. Díaz	Gerente General	Invernadero San Eduardo	Santa Cruz
Claudio Vergara	Gerente General	Compañía Exportadora Rancagua	Rancagua
Consuelo Loaysa	esposa el gerente	Viña La Posada	Santa Cruz
Eduardo Díaz	Gerente General	Viña La Posada	Santa Cruz
Ignacio Martínez	Gerente General	Agrícola Los Boldos Ltda. - Vivero La Fama	Rengo
Jorge Lisboa Cabello	Profesional de Apoyo	Comisión Nacional de Medio Ambiente - CONAMA	Rancagua
Juan Manuel Jaña	Secretario Regional Ministerial	SEREMI Minería	Rancagua
Juan Pablo Torrealba M.	Gerente	Exportadora Agrícola Andes Chile S.A.	Rancagua
Marco Zepeda F.	Director Regional	ProChile	Rancagua
Mario Vásquez Lincolao	Jefe Departamento Garantía Calidad	INVERTEC Foods S.A.	Rengo
María Inés Tagle	Esposa del señor Vergara (Invitación Conjunta)	Compañía Exportadora Rancagua	Rancagua
Miguel Aburto M.	Ingeniero Agrónomo	Alimentos y Frutos S.A.	San Fernando
Nelson Pérez A.	Secretario Regional Ministerial	SEREMI Agricultura	Rancagua
Oscar Garrido Eugenin	Gerente	Compañía Agropecuaria del Valle Central S.A.	Rancagua
Raúl Herrera Herrera	Intendente	Intendencia	Rancagua
Sergio Roldán S.	Secretario Regional Ministerial	SEREMI Economía	Rancagua
Sergio Ureta Ovalle	Director	Libertador S.A.	Rengo
Thomas Wilkins	Director de Administración	Colchagua Valley - Asociación de Vineros	Santa Cruz



## Region VII

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Alex Ovalle Muñoz	Gerente	PROGECOM	
Alfredo Bisello M. De S.	Gerente General	Viña Martínez de Salinaz	Cauquenes
Alvaro Covarrubias Risopatrón	Director Escuela de Ingeniería	Universidad de Talca	Curicó
Anita Prizant	Gerente	Proleche S.A.	
Clauio Barria	Ingeniero Agrícola Enólogo	Viña Lomas de Cauquenes	Cauquenes
Daniella Gillmore Esturillo	Gerente de Producción	Agrícola Tabontinja Ltda.	San Javier
Dr. Hermán Paillan	Profesor Departamento de Horticultura	Universidad de Talca	Talca
Dr. Jorge B. Retamales	Decano Facultad de Ciencias Agrarias	Universidad de Talca	Talca
Dr. Yerko Moreno Simunovic	Director Centro Tecnología de la Vid y el Vino, Facultad de Ciencias Agrarias	Universidad de Talca	Talca
Eduardo Reinero Barra	Jefe Departamento Regional	SERPLAC	Talca
Eliseo Sau Fuentes	Jefe Departamento de Desarrollo Comunal	Gobierno Regional de Maule	Talca
Enrique Jiménez Sepúlveda	Secretario Regional Ministerial de Obras Públicas	SEREMI Obras Públicas	Talca
Gabriel A. Alvarez Villa	Director Regional	Servicio de Cooperación Técnica - SERCOTEC	Talca
Georg Hecht M.	Gerente de Producción	COPEFRUT S.A. Planta Curicó	Curicó
Gonzalo Hinojosa Henriquez	Ingeniero Agrónomo	Universidad Católica de Maule	Curicó
Guillermo Palma	Gerente Regional	Corporación Educacional, Sociedad Nacional de Agricultura - CODESSER	Talca
Guillermo Peters	Dueño	Cabañas Campomar	Curanipe
Guillermo Tolosa Echavarría	Presidente del Directorio	ProHortal S.A.	Linares
Hugo Corveleyn Olave	Jefe Provincial	Servicio de Cooperación Técnica - SERCOTEC	Curicó
Jorge Navarrete Bustamante	Secretario Regional Ministerial de Economía	SEREMI Economía	Talca
Juan Carlos Cordero Saavedra	Gerente General	Viñedos Melozal	San Javier
Juan Ramón Ortega Jirón	Gerente	COBELSA	Linares
Manuel Gamboa Moran	Presidente	Manzanares	Curicó
Marcelo Valdivia Quevedo	Gerente	Asociación Gremial de Industriales del Centro - ASICENT	Talca
Marcelo Wedington G.	Técnico Agrícola	Fundo El Silencio	Chanco
Mario Correa Pardo		Federación Agricultores Curicó	Curicó
Mario Hanna	Profesional de Apoyo	SEREMI Agricultura	Talca

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Mario López Manriquez	Gerente de Operaciones	AgroCepia S.A.	Talca
Mario Norman Merchack Apse	Intendente	Intendencia Región de Maule	Talca
María del Carmen Pérez Donoso	Gobernadora Provincial	Gobernación Provincial de Cauquenes	Cauquenes
Osamán Garrido Delgado	Gerente General	CD Maule	Talca
Oswaldo Poblete Troncoso	Gerente de Operaciones	Corporación Chilena del Vino - CCV	Talca
Paulo Escobar	Departamento de Servicios	Cooperativa Valle Central Ltda. - COPEVAL	Talca
Ramiro Rodríguez Bacerra	Vicepresidente	Asociación de Pequeños y Medianos Industriales Curicó - APIAC	Curicó
Rebeca Bulnes	Directora Regional	SEREMI Agricultura	Talca
Rodrigo Hermosilla Gatica	Gobernador Provincial	Gobernación Provincial de Linares	Linares
Rogelio Utreras H.	Gerente General	Viña Lomas de Cauquenes	Cauquenes
Sebastián Muñoz M.	Director Regional	Prochile	Talca
Sergio Monzalve Vergara		Gobernador Provincial de Curicó	Curicó

## Region VIII

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Antonio Pagliero Neira		Universidad de Concepción, Facultad de Ingeniería, Departamento de Ingeniería Metalúrgica	Concepción
Arturo Rock Tarud	Gerente	Industrias Copihue S.A.	Coronel
Augusto Kahler Garate	Gerente	Inversiones K&P Ltda.	San Pedro de la Paz
Carlos Montoya	Secretario Regional Ministerial	SEREMI Agricultura	Concepción
Christian Prieto R.	Gerente de Operaciones	San Vicente Terminal Internacional	Talcahuano
Cristián Aravena	Gerente	Albano S.A.	Concepción
Dr. Víctor Ariel Gallardo	Estación de Biología Marina	Universidad de Concepción	Dichato
Eduardo Peña Fernández	Vicedecano	Universidad de Concepción	Concepción
Emilio Merino Ewart	Jefe Area Orgánica	Hortifrut S.A.	Chillán
Fernando Castet Maurer	Gerente Comercial, Pesqueros e Industria	ASMAR	Base Naval Talcahuano
Jaime F. Ramírez Carrasco	Jefe de Operaciones Marítimas Naves Charter	Puerto Lirquen	Lirquén
Jaime Tohá González	Intendente	Intendencia de la VIII Región	Concepción
Joaquín Varela	Capitán Chilean Navy, General Manager	ASMAR	Base Naval Talcahuano
John Bressi	Sub Gerente General	San Vicente Terminal Internacional	Talcahuano
Jorge Calderón Díaz	Gerente General, Centro de Alta Tecnología en Madera	Universidad del Bío Bío	Concepción
Jorge Plaza	Jefe Supervisor de Turno	Puerto de Coronel	Coronel
José Luis Díaz L.	Secretario Regional Ministerial	SEREMI Minería	Concepción
José M. Muñoz Eastman	Capitán de Fragata, Gerente Producción Sistemas de Armas	ASMAR	Base Naval Talcahuano
José Miguel Lazo	Contratos	EDYCE	Talcahuano
Juan E. Sielfeld Gundlach	Ingeniero Administrador	SIGU	Talcahuano
Leonardo D. Aldunce V.	Productor y Exportador	Frio Natur Ltda.	Concepción
Leonicio Toro Araya	Gerente General	Cámara de la Producción y del Comercio de Concepción S.A. - CPC	Concepción
Luis Valenzuela H.	Profesor	Universidad de Concepción	Concepción
Marcela Aravena Castillo	Directora	Prochile VIII Región	Concepción
Mariana Lobel	Gerente Técnico y de Planificación	Forestal Bio Bio S.A.	Concepción

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Mario Sánchez Madina	Subdirector	Universidad de Concepción, Facultad de Ingeniería, Departamento de Ingeniería Metalúrgica	Concepción
Martín Zilic Hrepic	Director Programa Integral de Desarrollo Regional	Universidad de Concepción	Concepción
María Cristina Au	Ingeniería de Desarrollo e Investigación	Alimentos Mar Profundo S.A.	Coronel
Miguel Demianenko J.	Gerente de Producción	MOLY-COP Chile	Talcahuano
Nestor Lloyd Márquez	Promotor de Inversiones	Programa de Atracción y Promoción de Inversiones	Concepción
Patricio Aguilera	Secretario Regional Ministerial	SEREMI Economía	Concepción
Pedro Larraín Tobar	Gerente General	Corporación de Estudio, Capacitación y Empleo	Concepción
Raúl Ojeda Maggini	Gerente Comercial y de Servicios	Empresa Porturia Talcahuano San Vicente	Talcahuano
Reinaldo Roepke	Commercial Manager, Ship Repair Division	ASMAR	Base Naval Talcahuano
Rodolfo Castro Capos	Jefe de Seguridad	Empresa Porturia Talcahuano San Vicente	Talcahuano
Rodrigo Covarrubias	Sub Gerente Comercial	Industrias Copihue S.A.	Coronel
Silvia Fritz Saavedra	Gerente General	Esmital Ltda.	Talcahuano
Waher Mardones	Presidente	Consorcio Mares Arauco S.A.	Dichato
Yolanda Lobos González	Product Manager	Prochile VIII Región	Concepción

## Region IX

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Alejandro Blamey	Director Regional	Corporación Nacional de Forestal - CONAF	Temuco
Alex Valle Phillips	Secretario	Cámara de Turismo Pucón	Pucón
Andrés Agurto	Departamento de Desarrollo	Corporación Nacional de Desarrollo Indígena - CONADI	Temuco
Andrés Molina Magofque	Gerente Comercial	Magasa	Temuco
Andrés Salvadores P.	Gerente General	Araucanía Express	Temuco
Berta Belmar Ruiz	Intendente	Intendente Región de la Araucanía	Temuco
Boris Ramos Díaz	Gerente Administración y Finanzas	Agrícola e Inversiones San José Ltda.	Gorbea
Carlos Fuentes	Coordinador Inversiones	SERPLAC	Temuco
Clemente Carrasco Godoy	Coordinador de Turismo	Ilustre Municipalidad de Pucón	Pucón
César E. Hidalgo Palacios	Medico Veterinario, Epidemiologo Brucelosis	Servicio Agrícola Ganadero - SAG	Temuco
Daniela Bravo	Jefe Desarrollo Institucional	Instituto Eurochileno de Turismo	Pucón
Darlo Mellado Quintana		Servicio de Cooperación Técnica - SERCOTEC	Temuco
Darío Mellado	Secretario Regional Ministerial	SEREMI Economía	Temuco
Darío Mellado	Secretario Regional Ministerial	SEREMI Minería	Temuco
Darío Mellado Quintana	Secretario Regional , Fomento y Reconstrucción	Regional Ministerio de Economía	Temuco
Diego José Benavente Millán		Corporación Araucanía	Temuco
Doene Araneda Amigo	Secretario General	Sociedad de Fomento Agrícola de Temuco A.G.	Temuco
Eduardo Klein	Encargado de Proyecto	Gobierno Regional de la Araucanía	Temuco
Eduardo Portilla R.	Gerente Comercial	Centro Tecnológico de Producción Madera S.A. - CENTEC	Temuco
Eduardo Quinones Cea	Presidente	Cámara Turismo de Pucón	Pucón
Eugen D. Roth Schleyer	Gerente General	Lacteos Surlat S.A.	Temuco
Eugenio Gotschlich W.			Freire
Gloria Penailillo Medina			Freire
Guillermo Leay Vera	Director	INACAP Temuco	Temuco
Hans Kuhn	Gerente	Chic - Cámara Temuco	Temuco

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Heinrich F. von Baer v.L.	Rector	Universidad de la Frontera	Temuco
Helga Cortés	Jefe de Inversiones	Gobierno Regional de la Araucanía	Temuco
Héctor Francisco Salgado	Presidente	Madecsa, Profo Maderero de Curacautín S.A.	Curacautín
Héctor Kruegger	Secretario Regional Ministerial	SEREMI Agricultura	Temuco
Isaías Java		Jewery	Temuco
Iván Bruno Sandoval		Queso Faja Maisan	Pitrufrquén
J. Santiago Araya Massry	Director Ejecutivo	Centro Para el Desarrollo de la Araucanía - TRAFKIN Ltda.	Temuco
Javier Rebolledo		SOLAPRI - Queso de Cabra	Lonquimay
Jerónimo Molina Avila	Director Regional	Servicio de Cooperación Técnica - SERCOTEC	Temuco
José Astorga Solari	Jefe de Planta Quepe	IANSA	Temuco
José Rosenberg V.	Presidente	Rosen	Temuco
Julia Andrea Fuentes A.	Gerente de Marketing	FLODESUR S.A.	Temuco
Julia Pinto R.	Director	ProChile	Temuco
Lillian González Calderón	Directora Cooperación Internacional	Universidad de la Frontera	Temuco
Luis Felipe Trenova Celedón	Gerente	Calán	Angol
Luis Henriquez Jaramillo	Jefe de Programas	Corporación Nacional de Desarrollo Indígena - CONADI	Temuco
Luis Javier Lagos Gajardo		Artesanal Muebles	Pucón
Luis Munzenmayer		Municipalidad de nueva Imperial	Nueva Imperial
Manuel Alfaro Gallegos		SOLAPRI - Queso de Cabra	Lonquimay
Mariana Saelzer Rojas		Cabañas Quino Lafquén	Pucón
Mario Rodríguez Campisto	Gerente	FLODESUR S.A.	Temuco
Max Henzi Ibarra	Presidente	Cámara de Comercio, Servicios y Turismo de Temuco	Temuco
Miriam Elisa Montecinos Latorre	Director Regional	Servicio Nacional de Turismo - SERNATUR	Temuco
Mirna Concha	Encargada de Comunicación	Corporación Nacional de Desarrollo Indígena - CONADI	Temuco
Nora Barrientos	Departamento de Planificación	Corporación Nacional de Desarrollo Indígena - CONADI	Temuco
Norberto Soto Campos		Pez Arte, Trucha de Lonquimay	Lonquimay
Oscar Corvalán	Coordinador Inversiones	Instituto Eurochileno de Turismo	Pucón
Pamela Castro		Chocolates Rucamalal de Pamela	Pucón

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Pamela Castro Echeverría	Dueña	Chocolates Rucamalal	Pucón
Patrocop Garrido Villablanca	Gerente Regional	Centro de Productividad Integral - CEPRI	Temuco
Pedro Ferrada Ibáñez	Gerente	Centro Acopio Lechero Allipen	
Ramón Navarrete	Presidente	Centro Tecnológico de Producción Madera S.A. - CENTEC	Temuco
Rodolfo Pihan Soriano	Director, Instituto de Agroindustria	Universidad de la Frontera	Temuco
Rolando Hermosilla Salas	SubGerente de Producción	CMPC Celulosa S.A. - Planta Pacífico	Angol
Rony Pollak	Gerente	Hotel Antumalal	Pucón
Sergio Zampeze H.	Susana García M.	Artesanías Sarza	Temuco
Servando Castillo M.		Flores de Madera	Pucón
Till Jorge Daube Krisam	Presidente Consejo de Administración	Tukucán	Temuco
Víctor Manilla		Municipalidad de Lonquimay	Lonquimay

## Region X

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Alberto Augsburguer		Fundación Chile	Puerto Montt
Alejandro Gallardo Vidal	Jefe División Análisis y Control de Gestión	Gobierno Regional	Puerto Montt
Alejandro Koehler		Asociación Municipal Lago Ranco	Panguipulli
Alejandro Koehler		Asociación Municipal Lago Ranco	Panguipulli
Alejandro Santibáñez H.	Consejero Regional	Gobierno Regional	Puerto Montt
Alejandro Santibáñez Handschuh	Director Campus Puerto Montt	Universidad de Los Lagos	Puerto Montt
Andres Kuschel Silva	Dueño	Casa de la Oma	Frutillar
Anette Henkel		Fundación Con Todos	Chiloé
Angélica Rosas	Coordinadora Red Chiloé	FIA	Ancud
Arturo López Reyes	Gerente	Los Volcanes S.A.	Puerto Varas
Carlos Arenas	Gerente de Operaciones	Cervecería Valdivia: Kunstmann	Valdivia
Carlos ArenasSoto	Consultor	SERCOTEC	Valdivia
Carlos González Jara	Gerente	Sidras Antillanca	Purranque
Carlos Jimenez	Departamento de Fomento Prouctivo	Gobierno Regional	Puerto Montt
Carlos Venegas	Director	Centro de Educación y Tecnología CET	Ancud
Carlos Villagrán Pérez		Turismo Sur	Valdivia
Christof Weber Schilling	Consejero Regional, Presidente Comisión Silvoagropecuaria	Gobierno Regional	Puerto Montt
Claudio Femenías	Director	Corporación Ambiental del Sur	Valdivia
Claudio Pávez V.	Jefe de Planta	Patagonia S.A.	Puerto Montt
Cristián Durán Egle	Chief Financial Officer	Cranchile	Lanco
Cristián Scherf	Ingeniero Agrónomo	Vivero Río Cruces	Valdivia
Cristián Álvarez		Bomasil	Valdivia
César Alarcón		Infor	
Dr. Iker Uriarte Merino	Director Instituto de Acuicultura	Universidad Austral de Chile	Puerto Montt
Eddie Garrido		SERPLAC	Puerto Montt
Eduardo A. Meersohn Ernst	Jefe de Departamento Regional de Desarrollo de Servicios	INDAP	Puerto Montt
Eduardo Bustos		IFOP	
Eduardo Hott Biewer	Gerente General	Cabildo S.A., Hacienda Rupanco	Osorno
Eduardo Jara Martin	Gerente	Embalajes Puerto Montt S.A.	Puerto Montt



NAME	POSITION	ORGANIZATION/COMPANY	CITY
Eduardo Mas Huber		Sitecna S.A.	Puerto Montt
Enrique Vera Urra	Jefe Departamento, Fomento Productivo y Desarrollo Tecnológico	Gobierno Regional	Puerto Montt
Esteban Agüero		Proyecto Asociativo Artesanos Mueblistas de Futrono	Futrono
Esteban Marinovich		Municipalidad de Valdivia	Valdivia
Eugenio Larraín		Fundación Chile	Puerto Montt
Felix Gómez S.	Jefe del Departamento Tecnológico	Pacific Star	Puerto Montt
Fernando Schulz	Director	Cámara de Comercio e Industria	Valdivia
Fernando Urra Negron	Jefe de Producción y control de Calidad	CAFRA Ltda.	Frutillar
Francisco Isla		Profo Orgánico	Valdivia
Francisco Solís	Coordinador	Coalición para la Conservación de la Cordillera de la Costa X Región	Valdivia
Félix Oyarzo Grimm	Gerente General	O'Grimm Hotel	Puerto Montt
Gastón Céspedes		Proyecto Asociativo Artesanos Mueblistas de Futrono	Futrono
Gastón González		ASOTUR	Valdivia
Gastón Vicencio		Hotel Los Alerces	Puerto Varas
Gerardo Ojeda Gallardo	Encargado Programa Forestal Filial Valdivia	CODEFF	Valdivia
Gerardo Saelzer		Sociedad Industrial Hoffman	Valdivia
Germán Carmona P.	Representante	Asociación Cultivadores de Merluzas	Llanquihue
Gonzalo Cea Winkler	Gerente Regional	Simar Ltda.	Puerto Montt
Gonzalo Sakamoto Prado	Gerente	Marine Garden S.A.	Castro
Guillermo Cárdenas	Director Provincial	SERCOTEC	Valdivia
Guillermo Schwartzberg		CODEPROVAL	Valdivia
Haruhiko Igawa	Org. Comunitarias	JOCV	Osorno
Hernán Rosas M.	Gerente Comercial	Punucapa S.A.	Valdivia
Hernán Seguel Castillo	Socio Gerente	Agrosorno	Osorno
Humberto del Campo		Universidad Austral de Chile	Valdivia
Héctor Latapiat		MIDEPLAN	
Iker Uriarte		UACH P.M. Departamento de Agricultura	Puerto Montt
Ilona Concha		Universidad Austral de Chile	Valdivia
Intendencia	Iván Navarro Abarzúa	Intendencia	Puerto Montt

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Irene Tapia Bobadilla	Horticultora	Asociación de Productores Orgánicos	Osorno
Iván Cuadra		Gremios del Sur	
Iván Navarro		Intendencia	Puerto Montt
Iván Neira N.	Secretario Regional de Planificación y Coordinación	SEREMI SERPLAC	Puerto Montt
Jaime Rozas S.	Gerente General	Sarmar Ltda.	Puerto Montt
Javier Gho Barba	Jefe de Proyectos Especiales	Wireless Energy	Puerto Montt
Javier Valencia Camp	Biólogo Marino	Fundación Chiquihue	Puerto Montt
Jeannet Hernández	Ejecutiva	CONAF x Región	Puerto Montt
Jorge Cabrera		Infor	Valdivia
Jorge Caroca R.	Director Dirección de Servicios	Universidad Austral de Chile	Valdivia
Jorge Cassigoli	Gerente Técnico	Instituto Tecnológico del Salmón - INTESAL	Puerto Montt
Jorge García-Huidobro	Gerente de Planta	GELYMAR	Puerto Montt
Jorge Álvarez M.		Proyecto Asociativo Artesanos Mueblistas de Futrono	Futrono
José Miguel Troncoso		Aquamont	Puerto Montt
José Plaza Araneda	Unidad de Desarrollo	Gobierno Regional	Puerto Montt
José Riquelme		Proyecto Asociativo Artesanos Mueblistas de Futrono	Futrono
Juan Carlos Godoy		Asociación de Productores Orgánicos	Osorno
Juan Carlos Vergara Bravo	Coordinador de Inversiones, Serplac Región de Los Lagos	Ministerio de Planificación y Cooperación - MIDEPLAN	Puerto Montt
Juan E. Henríquez Santos	Médico Veterinario	Apicoop Ltda.	Valdivia
Juan Konig Schublin	General Manager	CAFRA Ltda.	Frutillar
Juan Sayzana	Gerente de Gestión	Asociación Gremial de Mtilicultores de Chiloé	Castro
Juan Sayzana		Multicultores Castro	Chiloé
Juan Sone M.	President	Sone	Valdivia
Julio Kalazich		Remehue	
Julio de Rementería	Director	Sosur S.A.	Llanquihue
Karin Innocenti Schalchli	Representante Exclusiva	Polyte Solet	Puerto Montt
Kurt Paschke La Manna	Biólogo Marino, Facultad de Pesquerías y Oceanografía, Instituto de Acuicultura	Universidad Austral de Chile	Puerto Montt
Leonel Sandoval	Ejecutivo	SERNATUR	Puerto Montt
Leslie Bakker	Gerente	Hotel Puerto del Sur	Valdivia
Luis A. Sandoval Huth	General Manager	Sosur S.A.	Llanquihue
Luis Andrade		Nisa Redes	Puerto Montt

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Luis Felipe Aranibia B:	Geographer	Comisión Nacional del Medio Ambiente - CONAMA	Puerto Montt
Luis Ibarboure		CODEPROVAL	Valdivia
Luis Marchant		Profo Orgánico	Valdivia
Luis Scridt		P. Trans Antartic Ltda. - Asociación de Industriales Pesqueros	Puerto Montt
MSc Miriam Seguel Lizama	Gerente Técnico, Centro Regional de Análisis de Recursos y Medio Ambiente	Universidad Austral de Chile	Puerto Montt
Manfred Max-Neef		Universidad Austral de Chile	Valdivia
Manuel de la Vega	Gerente	Berries del Sur	Purranque
Manuel de la Vega Droguett	Gerente General	Bayas del Sur	Purranque
Marcelo Brintrup Meeder	Gerente General	Los Volcanes S.A.	Puerto Varas
Marcelo Hidalgo	Profesional de Apoyo	SEREMI Economía	Puerto Montt
Marcelo de la Rose P.	Oficina de Turismo	I. Municipalidad de Corral	Corral
Mario Cerna Rosales	Gerente General	Pesquera Cerna Rosales, (c/o Marine Garden S.A.)	Castro
Mario Reed Verges	Gerente de Planta	Bayas del Sur	Purranque
Marta Meza		Gobernación Provincial	Valdivia
Mattias Holzman	Gerente	AQUAMOTION	Puerto Varas
Matías Nardecchia	Administrador	Protur Chiloé	Castro
Miguel Ramírez		Universidad Austral de Chile	Valdivia
Miguel Roa	Representante	Cultivos e Inversiones Puelmapu Ltda.	Calbuco
Miguel Silva Rodriguez	Secretario Regional Ministerial	Ministerio de Obras Públicas	Puerto Montt
Miriam Seguel		UACH-Seram	Puerto Montt
Nancy Vera	Ejecutiva	SERNATUR	Puerto Montt
Nelson Stevens	Director	Wireless Energy	Puerto Montt
Nico Buijsse	Gerente General	VanTulip	Osorno
Noland Schwerter		Muebles Fitzroy	Puerto Varas
Omar Carrasco	Gerente	ASOTUR	Valdivia
Orlando Campos		Proyecto Asociativo Artesanos Mueblistas de Futrono	Futrono
Pablo Agüero		SERPLAC	Valdivia
Pablo Hoffman		Cámara de Comercio e Industria	Valdivia
Patricia Jiménez	Ingeniero Agrónomo	Surambientes	Puerto Montt
Patricio Yáñez		SERNATUR	Valdivia
Paula Carvajal	Periodista	Instituto Tecnológico del Salmón - INTESAL	Puerto Montt
Pedro Sandoval		Proyecto Asociativo Artesanos Mueblistas de Futrono	Futrono

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Raúl Manzano	Mauricio Director Regional	SERNATUR	Puerto Montt
Renato Loaiza Herrera	Facultad de Ciencias de la Ingeniería	Universidad Austral de Chile	Valdivia
René Tribiño		Asociación Municipal Mocho Choshuenco	La Unión
Ricardo Schmitz B.	Gerente General	Fundo Cuinco	Osorno
Ricardo Tineos		Alimentos Felco S.A.	Osorno
Robinson Ampuero		Universidad Austral de Chile	Valdivia
Rodolfo Harwardt Rabenko	Gerente General	Planta Lechera Puerto Octay	Puerto Octay
Rodrigo A. Muñoz M.	Gerente Técnico	Haras Siracusa	Osorno
Rolando Ortloff	Gerente	Cooperativa Agropecuaria Chiloé	Ancud
Rolando Schwerter Strauch	Gerente	Cecinas Braunan	Puerto Varas
Rudy Haro U.	Secretario Regional Ministerial	SEREMI Agricultura	Puerto Montt
Rudy Kohlerq		Fundo Merlin, Asociación de productores Orgánicos	Puerto Octay
Santiago Mejias	Secretario Regional Ministerial	SEREMI Economía	Puerto Montt
Sebastián Monckeberg Vergara	Gerente Industrial	Cranchile	Lanco
Sibel Villalobos	Directora	Comisión Nacional del Medio Ambiente - CONAMA	Puerto Montt
Susana Cooper		Universidad Austral de Chile	Valdivia
Takashi Saito	Jefe de Proyecto	Fundación Chiquihue	Puerto Montt
Teodoro Kausell		Universidad Austral de Chile	Valdivia
Tiglat Montecinos SM.		Entrelagos Chocolateria	Valdivia
Valeska Kahler	Presidenta	Asociación de Productores Orgánicos	Osorno
Valeska Kahler		Asociación de Productos Orgánicos	Osorno
Vanessa Béjares Souza	Directora Regional	ProChile	Puerto Montt
Víctor Herrero	Gerente	H.E. Tours y Parque Nacional Isla Huapi	Valdivia
Víctor Munzenmayer		Gobierno Regional	
Ximena Rosales	Directora Filial Valdivia	CODEFF	Valdivia
Yony Piwonka Terfort	Gerente de Administración y Finanzas	Cabildo S.A.	Osorno

## Region XI

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Alberto Saini B.	Secretario Regional Ministerial	SEREMI Agricultura	Coyhaique
Alejandro Colomes G.	Secretario Regional Ministerial	SEREMI Economía	Coyhaique
Alejandro Colomes G.	Secretario Regional Ministerial	SEREMI Minería	Coyhaique
Alejandro González B.	Gerente	Fabril Maderera de la Patagonia Ltda.- FAMAPAL	Punta Arenas
Alfonso Lopez Rosas	Gerente General	Turismo <a href="#">Path@gone</a>	Punta Arenas
Ana María Angulo	Gerente	Profo Productores de Bulbos	Coyhaique
Anibal Toro Ortiz	Gerente de Operaciones	Empresa Portuaria Austral	Punta Arenas
Aramis Concha Otarola	Sub Gerente Admistrativo y de Finanzas	Sociedad Administradora Zona Franca de Punta Arenas Ltda.	Punta Arenas
Arnoldo A. Imalay Fuentes	Director Regional	Instituto Nacional de Capacitación - INACAP	Punta Arenas
Augusto Leiva	Presidente	Asociación de Ganadería Magallanes	Punta Arenas
Bernardo Troncoso Narvaez		SEREMI Economía	Punta Arenas
Bernardo Troncoso Narvaez	Secretario Regional Ministerial	SEREMI Minería	Punta Arenas
Carlos Martinez Villegas	Dueño	Holding Don Carlos	Coyhaique
Carlos Rowland Kusanovic	Director Regional	Servicio Agrícola Ganadero - SAG	Punta Arenas
Claudia Saavedra		Methanex Chile Ltda.	Punta Arenas
Darío Zúñiga	Supervisor Jefe Zona Austral	SGS Redwood Services	Punta Arenas
Diego Urrutia	Director de Programas	Turismo Cabot Ltda.	Coyhaique
Edmundo Fahrenkrog	Gerente Regional	Forestal Trillium - Savia Ltda.	Punta Arenas
Eladio Iglesias	SubGerente	Fabril Maderera de la Patagonia Ltda.- FAMAPAL	Punta Arenas
Fabiano Queirolo P.	Director Regional	ProChile	Coyhaique
Fernando Castillo Román	Gerente General	Empresa Portuaria Austral	Punta Arenas
Fernando Ilic Dorlhiac	Gerente Centros Productivos de Cultivo	Instituto de Fomento Pesquero	Coyhaique
Francisco Karelovic Car	Gerente General	Sociedad Administradora Zona Franca de Punta Arenas Ltda.	Punta Arenas
Francisco Luis Campos Rodrigues	Gerente	Concar S.A	Punta Arenas
Grani Martic Lausic	Directora Regional	ProChile	Punta Arenas
Guillermo Cruz Barros	Gerente	Salmones Australes S.A.	Coyhaique
Guillermo Staudt	Profo	Distribudor XI Region	Coyhaique

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
Gustav Basedow	Experto Acuicultura	Servicio de Cooperación Técnica - SERCOTEC	Coyhaique
Gustavo Leiva	Presidente	Asogama	Punta Arenas
Héctor Canales	Presidente	Cámara de Comercio y Turismo Coyhaique	Coyhaique
Isa Maria Muzio Conciglierie	Directora Regional	SERNAPESCA	Punta Arenas
Ivette Martínez Mardones		Empresaria Turistica	Punta Arenas
Jaime Aguilera Fritis	Ingeniero	Programa Servicio País Litoral Norte de Aysén	Puerto Aysén
Johann Canton		Sociedad de Exploraciones Skyring	Punta Arenas
John Henríquez Montenegro	Director Ejectivo	FIDE XII	Punta Arenas
Jorge Burgos S.	Director Regional	CONAF	Coyhaique
Jorge Bustos	Gerente de Recursos Humanos	Methanex Chile Ltda.	Punta Arenas
Jorge Prado	Socio	Profo Productores de Bulbos	Coyhaique
José Marín Antonin	Gerente General	Carnes Agromar	Punta Arenas
José Urrutia	Jefe de Departamento de Desarrollo	CONAF	Coyhaique
Juan José Salas	Gerente	Asociación Chilena de Empresas de Turismo - ACHET	Punta Arenas
Julio Arenas Coloma	Director Regional	Servicio Nacional de Turismo - SERNATUR	Punta Arenas
Klaus Thormann		SERNATUR	Punta Arenas
Liliana Kusanovic Marusic	Gerente	Fantástico Sur	Punta Arenas
Liliana Kusanovic Marusic	Gerente General	Hosteria Las Torres	Punta Arenas
Luis Alberto Gomez Pizarro	Arquitecto	Hostal Belisario Jara	Coyhaique
Luis Ignacio González		Aeroviajes	Coyhaique
Luis Ignacio González Puchi	Gerente comercial	Aeroviajes	Coyhaique
Manuel Castañeda Paredes		SEREMI Obras Públicas	Punta Arenas
Manuel Miño	Director Regional	SERNAPESCA Aysén	Coyhaique
Marcelo Gidi Garcia	Jefe Area Agua Dulce	Salmones UNIMARC	Coyhaique
Maria Luisa Ojeda Almonacid		CONAMA	Punta Arenas

<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION/COMPANY</b>	<b>CITY</b>
María Alicia Fernández P.	Presidenta	Camara de Turismo de Coyhaique	Coyhaique
Miguel Angel García Caro		SEREMI Bienes Nacionales	Punta Arenas
Nelson Matissine	Presidente	Asociación de Pescadores Artesanales	Coyhaique
Nelson Oyarzun Jara	Director Regional	Servicio de Cooperación Técnica - SERCOTEC	Coyhaique
Nicolás Paulsen R.		Empresa Portuaria Austral	Punta Arenas
Pedro Gomez Vidal		AustroChile - Asociación Magallánica de Empresas de Turismo	Punta Arenas
Peter Avenali		Red de Aventura Patagónica Salvaje Corazón	Coyhaique
Raul Morales Agoni	Jefe Sede Aysén	Instituto Forestal	Coyhaique
Raúl Morales A.	Jefe de Sede	Infor	Coyhaique
Ricardo Foretic Oyarzún	Director Regional	SEREMI SERPLAC	Punta Arenas
Ricardo Santiller A.	Jefe de Producción	Empresa HOL	Coyhaique
Robert Gillet Bebin	Secretario Regional Ministerial de Hacienda y Economía	Gobierno Regional	Punta Arenas
Roberto Balboa	Socio	Profo Productores de Bulbos	Coyhaique
Roberto Gillet Bebin	Secretario Regional	SEREMI Hacienda	Punta Arenas
Roberto Movillo Cepedes	Gerente General	Hotelga - Hotelería y Gastronomía	Punta Arenas
Robeto Durán Hernández		Sindicato de Trabajadores Ind. De Pescadores Artesanales	Punta Arenas
Rodolfo Concha	Presidente	Asociación de Ganadería Magllanes	Punta Arenas
Sergio G. Vargas	Gerente de Mantenimiento	Methanex Chile Ltda.	Punta Arenas
Sergio J. Román	Gerente General Intendente	Asmar Shipbuilding and Shiprepairing Company	Punta Arenas Coyhaique
Silvia Moreno González		Intendencia	
Sonia Cendoya Vodanovic	Gerente General	Simunovic	Punta Arenas
Víctor Vargas Vidal		SEREMI Agricultura	Punta Arenas
Waldo Rubilar Flores	Director Regional	CONAF	Punta Arenas

## METROPOLITAN REGION

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Akio Fukuda	Gerente General	Bank of Tokyo - Mitsubishi	Santiago
Alberto Achondo Pizarro	Director Gerente	GENERA	Santiago
Alberto Bull	Consultor	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Alejandro Alarcón	Gerente General	Asociación de Bancos	Santiago
Alejandro Jara Weitzmann		Division de Coordinación Interministerial Ministerio Secretaría General de la Presidencia	Santiago
Alejandro Schachner Litvak	International Sales Manager	SALO	Santiago
Alfredo H. Sepúlveda B.	Gerente de Exportaciones	Laboratorio Chile S.A.	Santiago
Aliro González		Indumotora Automotriz S.A.	Santiago
Alvaro Calderon Hoffmann	Asuntos Económicos - División de Desarrollo Productivo y Empresarial	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Alvaro Monma Bernaldes	Gerente de Personal de Tripulación	Empresa de Desarrollo Pesquero de Chile S.A. - EMDEPES	Santiago
Amilcar Andrade Montero	Subgerente de Ventas	ARGOS S.A.	Santiago
Ana María Bravo	MBA Department	Pontificia Universidad Católica de Chile	Santiago
Ana Novik A.	Inversiones y Transporte Aéreo - Dirección Relaciones Económicas Internacionales	Ministerio de Relaciones Exteriores	Santiago
Andrés Baboun	Gerente General	Interpack	Santiago
Andrés Leiva Marras	Ejecutivo de comercio Exterior	FOSKO S.A.	Santiago
Andrés Santoro del Campo	Asesor Proyecto de Reforma y Modernización del Estado	Ministerio Secretaría General de la Presidencia	Santiago
Andrés Vicens R.	Vice-Presidente	Asexma Chili	Santiago
Angel Gajardo	Gerente General	ELECSOL	Santiago
Angelo Cherubini Zanetel	División de Planificación Estratégica	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Aron Grekin	C.E.O.	INDEC	Santiago
Arturo Saez	Secretario Regional Ministerial	SEREMI Agricultura	Santiago
Augusto Wiegand Puysegur	Gerente Comercial	Transformadores Tusan Ltda.	Santiago
Bady González H.	Departamento de Estadísticas	Junta Aeronáutica Civil	Santiago



NAME	POSITION	ORGANIZATION/COMPANY	CITY
Barbara Stallings	Directora División de Desarrollo Economico	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Carl Lessau S.	Santiago Representative	Mitsui OSK Lines - South America Ltda.	Santiago
Carlos Barroso Vivaldi	Gerente General	Su Partner	Santiago
Carlos Briceño M.	Gerente Comercial	Oxy-Chile	Santiago
Carlos Crisostomo del Pedregal	Departamento Jurídico - Dirección Relaciones Económicas Internacionales	Ministerio de Relaciones Exteriores	Santiago
Carlos Hernández	Jerez Gerente General	Editorial Trineo S.A.	Santiago
Carlos Lizana	Gerente General	Vitroquímica	Santiago
Carlos Scheuch	Gerente General	TOPRINT S.A.	Santiago
Carlos Vives Dulcet	Gerente de Administración Finanzas	MESSAMAR	Santiago
Carmen Gloria Ravanal O.	Jefe, Division Estudios y Proyectos	Instituto de Normalizacion Previsional	Santiago
Carmen Paya Piñera	Gerente de Área de Educación	Corporación de Capacitación y Empleo de Sociedad de Fomento Fabril - CCE - SFF	Santiago
Carol Pinto Agüero		AGCI, Agencia de Cooperación internacional de Chile	Santiago
Cecilia Arias de Pol	Departamento de Planificación	Servicio Nacional de Turismo - SERNATUR	Santiago
Cecilia Rojas L.	Jefe de Cooperación Internacional	Oficina de Estudios y Politicas Agrarias	Santiago
Christian Gonzalez Urrutia	Ejecutivo de Proyectos	FONTEC	Santiago
Chiristian Paccot N	President	EXCELSYS	Santiago
Claudia Ibáñez El Cano	Gerente Mercosur y Aladi	ProChile	Santiago
Claudio Meniconi Brito	Gerente Comercial	GENERA	Santiago
Claudio Parra Mora	Project Executive, Productivity Technologies Division	INTEC Chile	Santiago
Claudio Ramírez	Product Manager Capital Goods, Industrial supplies and Services Department	ProChile	Santiago
Cristian Jara Taito	Gerente General	Sociedad Nacional de Pesca A.G.	Santiago
Cristián Ocaña Alvarado	Coordinador Proyectos Internet	Ministerio de Economía	Santiago
Daniel Urbina	Asesor Ministro	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Diego Solar		El Mostrador, Medio Informativo en Internet	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Dominique Hachette De la F.	Profesor - Instituto de Economía	Pontificie Universidad Católica de Chile	Santiago
Dámaso Ortiz Chandía	Gerente Industrial	ARCOR/DOS EN UNO	Santiago
Edgardo Santibanez	Director Departmentode Proyectos	FONDEF	Santiago
Eduardo Astorga Jorquera	Abogado, Jefe de Asespres	Ministerio de Obras Publicas	Santiago
Eduardo Bitrán G.	Director General	Fundación Chile	Santiago
Eduardo Cáceres		Empresas Lourdes S.A.	Santiago
Eduardo Palma	Gerente Comercial y Marketing	TOPRINT S.A.	Santiago
Eduardo Vera	Program Director Uchile Team Leader	Access Nova	Santiago
Enrique Arenas Oregón	Planificación y Desarrollo	Artículos Tecnológicos Ltda., Filial Industrias	Santiago
Enrique Díaz Antúnez	Gerente	COSAN Logística Integral S.A.	Santiago
Enrique Gallardo	Gerente General	ACTI	Santiago
Enrique Vergara Schmitt	General Manager	ILKO Internacional	Santiago
Enrique Vergara Vial	Asesor	Ministerio de Economía, Minería y Energía	Santiago
Ercole Oppici	General Manager	Oppici S.A.	Santiago
Eric Martin	Jefe de Programa Relaciones Internacionales - Dirección de Vialidad	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Eric Petri Zuleta	Coordinador de Asuntos Internacionales	Ministerio de Transportes y Telecomunicaciones	Santiago
Erich Schüler	Gerente General	Artículos Tecnológicos Ltda., Filial Industrias	Santiago
Ernesto Palacios	Secretario Ejecutivo Cidexa	ASIMET	Santiago
Esteban Segura Revello	Gerente Servicios Empresariales	Cámara de Comercio	Santiago
Etienne Lefranc Hernandez	General Manager	Puerto Sur	Santiago
Felipe Canala-Echeverría	Asistente Comercial	PETROQUIM	Santiago
Felipe Contardo Valdivieso	Ingeniero en Administración, Director de Marketing	ENAER	Santiago
Felipe Iglesias Vallejos	Director Proyecto Internet	Feria Del Disco	Santiago
Felipe Jara Schnettler	Evolución y Estudios Coordinación Nacional Red Enlaces	Ministerio de Educación	Santiago
Felipe Ortega Melo	Gerente Programa de Desarrollo Regional	Ministerio de Relaciones Exteriores	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Fernando Barraza Luengo	Subdirector de Informática	Servicio de Impuestos Internos	Santiago
Fernando Basso Juárez	Tesorero General	Confederación de Comercio Detallista y Turismo de Chile	Santiago
Fernando García	General Manager	Cosmética Nacional	Santiago
Fernando Gómez A.	Marketing & Sales	ENAER	Santiago
Florencio Doble	Commercial Manager	ENAER	Santiago
Florencio Utreras	Director Ejecutivo	Reuna	Santiago
Fumihiko Gotoh	Gerente General	Kataoka & Co. Ltd.	Santiago
Gabriel San Martin		Dresdner Kleinwort Benson Bank	Santiago
Gabriela Aguayo Vega	Jeff de Proyectos Division Tecnologias Productivas	INTEC	Santiago
George Lever	Gerente de Estudios	Cámara de Comercio	Santiago
Gerardo Neustadt	Operations Manager	Ultramar	Santiago
Gerardo Pérez	Gerente de Operaciones	Kawasaki Chile Ltda.	Santiago
German King Z.	Direccion General	Ministerio de Relaciones Exteriores	Santiago
Germán Cabrera		Asociación Gremial de Dueños de Camiones	Santiago
Germán Mateluna C.	Country Manager	Motorola Chile S.A.	Santiago
Gonzalo Chantir	Planificación y Desarrollo	ULTRAMAR	Santiago
Gonzalo Frigerio Ibar	Unidad Nuevas Empresas	SAE	Santiago
Gonzalo García-Huidobro	Gerente Comercial	Compañía Electro Metalúrgica S.A. - ELEC METAL	Santiago
Gonzalo Herreros Penna	Gerente General	Forestal ACE	Santiago
Gonzalo Jordan F.	Departamento Agroindustrial	Fundacion Chile	Santiago
Graciela Moguillansky		Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Greg Barton	Founder & CEO	Business News Americas	Santiago
Guillermo González	Gerente	FEPACH, Federación de Procesadores de Alimentos de Chile	Santiago
Guillermo Iturra Meza	Gerente Comercial Área Computación	Adexus	Santiago
Guillermo Labarca	Experto en Recursos Humanos y Capacitación	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Guillermo Le Fort Varela	Gerente División Internacional	Banco Central de Chile	Santiago
Gustavo Gómez Bahamondes	Gerente División Agroindustrial	SGS Chile Ltda.	Santiago
Gustavo Jullian Torres	Gerente General	Bellavista Oveja Tome S.A.	Santiago
Gustavo Montero Saavedra	Presidente Ejecutivo	Aquamont S.A.	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Gustavo Rojas Le-Bert	Gerente de Desarrollo	Sociedad Nacional de Agricultura	Santiago
Hajime Ichiki	Gerente General	Marubeni Chile Ltda.	Santiago
Harman von Muhlenbrock Soto	Presidente	ASIMET	Santiago
Hector Bacigalupo Falcon	Gerente de Estudios	Sociedad Nacional de Pesca A.G.	Santiago
Henry Paez Cruz		Socometal	Santiago
Herber Miesser	Gerente Comercial	Ducasse Industrial	Santiago
Herman Von Muhlenbrock	Presidente	ASIMET	Santiago
Hermann Von Borries Harms	Gerente de Desarrollo Tecnológico	Sonda	Santiago
Hernan Morales Faundez	Jefe, Subdepartamento Informatica, Division Estudios y Proyectos	Instituto de Normalizacion Previsional	Santiago
Hideyuki Yoshida?		JICA Chile	Santiago
Hiroaki Tamura	Segundo Secretario	Embajada del Japón	Santiago
Hiroshi Watanabe	Gerente de División	Marubeni Chile Ltda.	Santiago
Horacio Justiniano	Managing Director	Linktronic	Santiago
Hugo Ponce	Marketing Manager	Linktronic	Santiago
Humberto Rivas Ortega	Jefe de Departamento de Planificación	Servicio Nacional de Turismo - SERNATUR	Santiago
Héctor Bacigalupo Falcon	Gerente de Estudios	Sociedad Nacioal de Pesca - SONAPESCA	Santiago
Ian Thomson	Oficial a cargo, Unidad de Transporte	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Jaime Alee G.	Gerente General	NEC	Santiago
Jaime Crispi L.	Advisor	Minster of Finance	Santiago
Jaime Marticorena García	Gerente General	Socometal	Santiago
Jaime Olgún	Gerente Sede Santiago	CIMM T & S	Santiago
Joaquin Morales	Vice Presidente Ejecutivo	Comité de Inversiones Extranjeras	Santiago
Joaquín Cordúa	Director de Desarrollo	Fundación Chile	Santiago
John A. Harris	Commercial Counselor, Department of Commerce	U.S. Embassy of the United States of America	Santiago
Jorge Broussangaray Diestre	Desarrollo Refinerías y Logística	ENAP	Santiago
Jorge Bustos Oyanedel		Superintendencia de Valores	Santiago
Jorge Castro Cid	Comercio Exterior	ARGOS S.A.	Santiago
Jorge Champin		Libra	Santiago
Jorge Chateau H.	Proyecto de Reformay Moderniacion del Estado	Ministerio Segreteria General de La Presidencia	Santiago

NAME	POSITION	ORGANIZATION/C	CITY
Jorge Flores B.	Aircraft Assembly Manager	ENAER	Santiago
Jorge Fontana	Finance Director	FOSKO S.A.	Santiago
Jorge Katz	Asesor Regional - División de Desarrollo Productivo y Empresarial	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Jorge M. Godoy Gutiérrez	Teniente Coronel	Instituto Geográfico Militar	Santiago
Jorge Núñez	División de Metrología	Instituto Nacional de Normalización - INN	Santiago
Jorge Obando Martin	Representate de Negocios	ORBINET	Santiago
Jorge Ortiz Silva	Subdirector de Operaciones y Control	Servicio Nacional de Turismo - SERNATUR	Santiago
Jorge Quinlan	Gerente de Materiales	HÄRTING	Santiago
Jorge Álvarez	Comercio Exterior	SONDA	Santiago
Jose Antonio Cubillos F.	International Marketing Manager	Chilean Exporters Association	Santiago
Jose Manuel Concha Vial	Gerencia de Desarrollo	Sociedad Nacional de Agricultura F.G.	Santiago
Joseph Ramos	Profesor - Departamento de Economía Facultad de Ciencias y Administrativas	Universidad de Chile	Santiago
Joseph Rijken	Gerente General	SGS Chile Ltda.	Santiago
José Antonio Cubillos	International Marketing Manager	ASOEX	Santiago
José Ignacio Meyer Casanova	Gerente de Compras	ARCOR/DOS EN UNO	Santiago
José L. Stockebrand	Jefe Servicio a la Carga	COSAN Logística Integral S.A.	Santiago
José Luis Navarrete Medina	Gerente Comercial	Editorial Trineo S.A.	Santiago
José M. Piquer	Director Facultad de Ciencias Físicas y Matemáticas, Departamento de Ciencias de la Computación	Universidad de Chile	Santiago
José Manuel Mencia Infante		MENALPHALTDA.	Santiago
José Manuel Rogers	Gerente General	Corporación de Promoción Turística de Chile	Santiago
José María Rubiato Elizalde	Unidad de Transporte	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
José Pedro Vergara	Gerente Comercial	CESMEC	Santiago
Juan Ahumada Peralta	Ejecutivo Gerencia de Operaciones	Servicio de Cooperación Técnica - SERCOTEC	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Juan Antonio Arrese Luco	Subdirector General de Aguas	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Juan Carlos Goicoechea Neuman	División de Planificación Estratégica	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Juan Carlos Sepúlveda Meyer	Gerente General	FEDEFRUTA	Santiago
Juan Cristóbal Pavez R.	CFO	E-Ventures	Santiago
Juan Palacios	CEO	ORBI	Santiago
Juan Rusque Alcaino	Director Nacional de Obras Portuarias	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Juan Silva Avlarez	SubGerente General	INDUMAC Muebles Funcionales	Santiago
Julio Toro Cepeda	Subcoordinador de Proyectos de Concesiones	Ministerio de Obras Publicas	Santiago
Julio Vejar B.	Export Manager	Indura	Santiago s
Jun Ichi Suzuki	Director de Planta	Industrial Kimitsu Chile Ltda.	Santiago
Justo García	Gerente General	Corpora Tres Montes	Santiago
Jürgen Weller	División de Desarrollo Económico	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Kathleen Uribe Huidobro	Asesor	Ministro de Hacienda	Santiago
Katsuyuki Nakasu	Director Departamento de Alimentos y Mercaderías Generales	Mitsubishi Chile Ltda.	Santiago
Kazuhiko Sawayama	Consultor en Asuntos de Conservación Ambiental Agrícola	ODEPA-JICA	Santiago
Kazuki Takamiya		Food and Agriculture Organization - FAO	Santiago
Keiji Inoue	Division de Desarrollo Economico	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Kenichi Nagata	Representante Senior	Mitsui OSK Lines - South America Ltda.	Santiago
Kenji Suedomi	Gerente General	NMP Chile - Nippon Meat Packers Inc.	Santiago
Kiyoharu Homma	Director	NEC	Santiago
Koichi Ono	Secretario General	Cámara Chileno Japonesa de Comercio e Industria A.C.	Santiago
Konrad Ziebold	Gerente Area Industrial	AIROLITE S.A.	Santiago
Kunio Hayashi	Gerente General	OCS Chile Courier Service	Santiago
Lee Wood	Director	Instituto Nacional de Normalización - INN	Santiago
Leo J. Valladares Pineda	Ingeniero de Ventas Internacionales Segmento Industrias	PD Wire & Cable	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Leonardo Jorquera Sánchez	Gerente Comercial, Unidad de Negocios tubos y Planchas	Madeco	Santiago
Leonardo Mena Coronel	Jefe Unidad Especial para la Infraestructura de Internet	Subsecretaría de Telecomunicaciones	Santiago
Leonel Cid Leyton	Gerente General	TIC - Tecnica Industrial Y Comercial Ltda.	Santiago
Leopoldo Bertossi D.	Profesor Adjunto de Ciencia de Computación, Escuela de Ingeniería	Pontificia Universidad Católica de Chile	Santiago
Lorena Constantinescu Auzinger	Manager Manufactured Products	ProChile	Santiago
Lorena Santana	Gerencia de Desarrollo	ASEXMA	Santiago
Luis Felipe Jimenez	Experto en Política Monetaria y Financiera	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Luis Zavierzo Schwartzman	Director	Dirección de Aprovisionamiento del Estado	Santiago
Luisa Rangel	Asuntos Económicos - División de Desarrollo Productivo y Empresarial	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Manuel Tubino	Ingeniero Civil	INTEC Chile	Santiago
Marcelo Castiglione	Analista de Inversiones	A.F.I. Estrella Americana S.A.	Santiago
Marcelo Longás		Ministerio de Vivienda y Urbanismo	Santiago
Marcelo Mesías	Sub-Gerente de Operaciones	Ultramar	Santiago
Marcelo Pérez	Vialidad	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Marcos Veragua	Gerente de Relaciones Públicas	Confederación de Comercio Detallista y Turismo de Chile	Santiago
Maricel Moraga	Gerente de Estudios	ASIMET	Santiago
Mario Benavente	Economic Advisor, Executive Vicepresidency	Comite de Inversiones Extranjeras	Santiago
Mario López		Degesch	Santiago
Mario Matus	Director de Política Multilateral de la Dirección Económica	Ministerio de Relaciones Exteriores	Santiago
Mario Tala Delgado	Jefe Departamento Planificación Estratégica	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Maritza Araya Acle	Asesor Ministro	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Mark Leverton	Director	Vidrios Lirquén S.A.	Santiago
María Gabriela Ruitort	Directora Regional	ProChile	Santiago
María Soledad Valdés Leal	Programa PYMES	ProChile	Santiago
MaríaOlivia Recart	Departamento de Desarrollo	Fundación Chile	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Masahiro Kitamura	Presidente	Toyota Chile S.A.	Santiago
Masaki Sanei	Primer Secretario	Embajada de Japón	Santiago
Masami Ikuta	Asesora en Formulación de Proyectos	JICA Chile	Santiago
Masami Nakanishi	Asesora en Formulación de Proyectos	JICA Chile	Santiago
Mathias D. Lüscher Hegglin	Assistant Manager	ISESA	Santiago
Matías Lecaros		Empresas Lourdes S.A.	Santiago
Mauricio Silva	Departamento Administrativo	Servicio Nacional de Turismo - SERNATUR	Santiago
Mauricio Villar C.		PRIMEX	Santiago
Metin Jack De Mizrahi Dinar	Executive Director	Puerto Sur	Santiago
Michael Mortimore	División de Desarrollo Productivo y Empresarial	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Michiro Kobayashi	Presidente	Sumitomo Corporation Chile	Santiago
Miguel Canala-Echeverría	General Manager	Chilean Exporters Association	Santiago
Miguel Romero Haller	Asesor Dirección de Vialidad, Programa Relaciones Internacionales	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Mikio Kuwayama	Asuntos Económicos, División Comercio Internacional	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Minoru Katsu	Gerente Departamento de Administración y Finanzas	Mitsubishi Chile Ltda.	Santiago
Mónica Amigo Chávez	Subgerente de Desarrollo	Corporación de Capacitación y Empleo de Sociedad de Fomento Fabril - CCE - SFF	Santiago
Nelson Lizama	Product Manager Capital Goods, Industrial supplies and Services Department	ProChile	Santiago
Nicole Norel		CEPAL	Santiago
Orlando Díaz Romero		Transportes La Frontera LTDA.	Santiago
Osamu Asada	Director Departamento de Metales	Mitsui Chile Ltda.	Santiago
Oscar Figueroa Monsalve	Asesor Ministro	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Osvaldo Rosales Villavicencio	Director General de Relaciones Económicas Internacionales	Ministerio de Relaciones Exteriores	Santiago
Pablo Anguita Salas	Director de Vialidad	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Pablo Arriagada C.	Export Manager	SOMELA	Santiago



NAME	POSITION	ORGANIZATION/COMPANY	CITY
Pablo Irarrázabal Mena	Departamento de Ingeniería Eléctrica	Pontificia Universidad Católica de Chile	Santiago
Pablo Saumann Molina	Gerencia de Planificación y Desarrollo	Servicio de Cooperación Técnica - SERCOTEC	Santiago
Paola J. Miraglia	Ejecutiva Comercial	Kataoka & Co. Ltd.	Santiago
Patricio Moenne	Assistant to the Chairman	Compañía de Acero del Pacífico S.A. - CAP	Santiago
Patricio Selamé	Gerente General	Envases Flexibles	Santiago
Patricio Torres	Gerente de Exportaciones	Indura	Santiago
Paula Bunster Raby	Jefe de Desarrollo de Negocios	Paula Bunster Raby	Santiago
Pedro Araya M.	Jefe Departamento de Construcción, Dirección de Aeropuertos	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Pedro Reus Muñoz	Subgerente Corporativo	Sociedad de Fomento Fabril - SOFOFA	Santiago
Peter Lüscher Leuenberger	Gerente General	ISESA	Santiago
Peter McRostie	Gerente General	Typack	Santiago
Phillip Roe Smithson		Paradigma	Santiago
Rafael Concha U.	Gerente General	Nibsa S.A.	Santiago
Raul Amunategui Forster	Ingeniero Agronomo	Oficina de Estudios y Politicas Agrarias	Santiago
Raul Laban Manasseh	Director Ejecutivo	Su Partner	Santiago
Raúl Molina	Jefe Coemrcial Servicio Andino	CSAV	Santiago
Raúl Núñez Brantes		Instituto Nacional de Normalización - INN	Santiago
Raúl Sáenz	Coordinador de Asuntos Internacionales	Ministerio de Hacienda	Santiago
René Aguayo	Gerente de Exportaciones	Industrias Generales y complementarias del Gas S.A.	Santiago
Ricardo Badilla	Director de Concesiones	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Ricardo Baeza Yates		Depto. de Ciencias de la Computacion Universidad de Chile	Santiago
Ricardo Fuentes Moisan		Libra	Santiago
Ricardo Pulgar Parada	Asesor	Division de Estudios, Ministerio Secretaria General de la Presidencia	Santiago
Ricardo Salas Arancibia	Ingeniero Civil	Sistema Administrador de Empresas - SAE	Santiago
Ricardo Schaffner	Gerente General	Schaffner	Santiago
Richardo Badilla	Coordinador General de Concesiones	Ministerio de Obras Publicas	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Richardo Rivero Rodriguez	General Manager	ORBINET	Santiago
Richardo Segal Kirberg	Gerente General	FACT INGENIERIA	Santiago
Roberto Barraza Moreno	Gerente General	Industria Metalurgica Aconcagua LTDA.	Santiago
Roberto Leerri Lopez	Jefe, Proyectos	Dipres	Santiago
Roberto Paiva	Director de Comercio Exterior	Ministerio de Economía	Santiago
Rodrigo Ayala	Director de Transporte Internacional	COSAN	Santiago
Rodrigo Gómez Pena		Superintendencia de Valores	Santiago
Rodrigo Tabja Reyes	Jefe Departamento de Ingeniería de Electricidad	Superintendencia de Electricidad y Combustibles	Santiago
Rodrigo Águila Araya	Abogado	Confederación de Comercio Detallista y Turismo de Chile	Santiago
Rogelio Orozco	Gerente Comercial	HÄRTING	Santiago
Rolando Carmona G.	Gerente General	Drillco Tools	Santiago
Rolando Dávila Rodríguez	Gerente	Cámara Chileno Argentina de Comercio	Santiago
Ronald Brown	Presidente	Asociación de Exportadores de Chile	Santiago
Ronald S. Bown	Chairman of the Board	Chilean Exporters Association	Santiago
Rubén Uribe	Export Manager	SINDELEN	Santiago
Rudolf Buitelaar	Oficial de Asuntos Económicos	Comisión Económica para América Latina y El Caribe - CEPAL	Santiago
Sebastián Ríos	Facultad de Ingeniería	Pontificia Universidad Católica de Chile	Santiago
Sergio A. Auad González	Jefe División Exportaciones	Compañía Electro Metalúrgica S.A. - ELECMETAL	Santiago
Sergio Eugenio Rebolledo S.	Agrónomo Zonal	Vital Berry Marketing S.A.	Santiago
Sergio Galilea O.	Intendente	Intendencia	Santiago
Sergio Milic B.	Gerente de Proyectos	Dresdner Kleinwort Benson South Andes Ltda.	Santiago
Shigeru Maeda	Primer Secretario	Embajada del Japón	Santiago
Shinji Kano	Director Ejecutivo	Canon Chile S.A.	Santiago
Sidney Rezende	Comercio Internacional	Comisión Económica para América Latina y el Caribe - CEPAL	Santiago
Silvia Cava F.	Gerente de Asia y Oceanía	ProChile	Santiago

NAME	POSITION	ORGANIZATION/COMPANY	CITY
Sonia Zavando B.	Division Coordinator Productivity Technologies Division	INTEC	Santiago
Sylvia Cava F.	Manager for Asia-Pacific	Ministry of Foreign Affairs	Santiago
Takashi Okuyama	Presidente	Camara Chileno-Japonesa de Comercio e Industria A.G.	Santiago
Takashi Okuyama	Presidente	Mitsui Chile Ltda.	Santiago
Tazuko Ichinohe	Asistente Representante	JICA Chile	Santiago
Tokuji Morimoto	Director	Toyota Chile S.A.	Santiago
Tomas H. Harrison R.	Gerente General	Asociacion de Industriales de la Madera	Santiago
Tomas Santibanez Viani	Ejecutivo de Proyectos	FDI	Santiago
Tomás Harrison	Gerente General	ASIMAD	Santiago
Ulises Retamal Casanova	JefeUnidad de Planificación, Dirección de Planeamiento	Ministerio de Obras Públicas, Transporte y Telecomunicaciones	Santiago
Vahid Masrour	Gerente de Alianzas	Paradigma	Santiago
Vicente Arias Bravo	Secretario Regional Ministerial	SEREMI Minería	Santiago
Vicete Caruz		Deloitte & Touch	Santiago
Victor A. Riveros Bassaletti		Empresas EGB	Santiago
Vittorio Tamagnini	Corporate Director of Sourcing and Development	VIRUTEX ILKO S.A.	Santiago
Víctor Selman Biester	Director Nuevas Empresas	SAE	Santiago
Víctor Urea	Jefe Segmento Industrias	PD Wire & Cable	Santiago
Waldo Maldonado Catalan	Terra Networks Chile S.A	Gerente de integracion Technologica	Santiago
Yadran Eterovic	Profesor Auxiliar Ciencia de la Computación, Escuela de Ingeniería	Pontificia Universidad Católica de Chile	Santiago
Yancko González	Gerente General	SERMINEX	Santiago
Yasuhiko Nakashima	Gerente de Desarrollo y Mantención	Industrial Kimitsu Chile Ltda.	Santiago
Yasuyuki Hosokawa	Gerente de Marketing	Nissho Iwai Chile Ltda.	Santiago
Yoshinobu Otagaki	Presidente y Gerente General	Mitsubishi Chile LTDA.	Santiago
Yoshinobu Sakamoto	Presidente	Empresa de Desarrollo Pesquero de Chile S.A. - EMDEPES	Santiago
Yoshinori Terado		Komatsu Cummins Chile Ltda.	Santiago
Yutaka Ishikawa	Gerente General	NYK Sudamericana (Chile) ltda.	Santiago