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CONSEJO SECTORIAL DE MINISTROS DE TRANSPORTE DE CENTROAMÉRICA

COMIECO

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REGIONAL MASTER PLAN 2035

on Mobility and Logistics

JICA

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SECRETARÍA DE INTEGRACIÓN ECONÓMICA CENTROAMERICANA

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Central America, 2023

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- Nippon Koei Co., Ltd. (NK)
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Freight containers.

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REGIONAL MASTER PLAN 2035
on Mobility and Logistics

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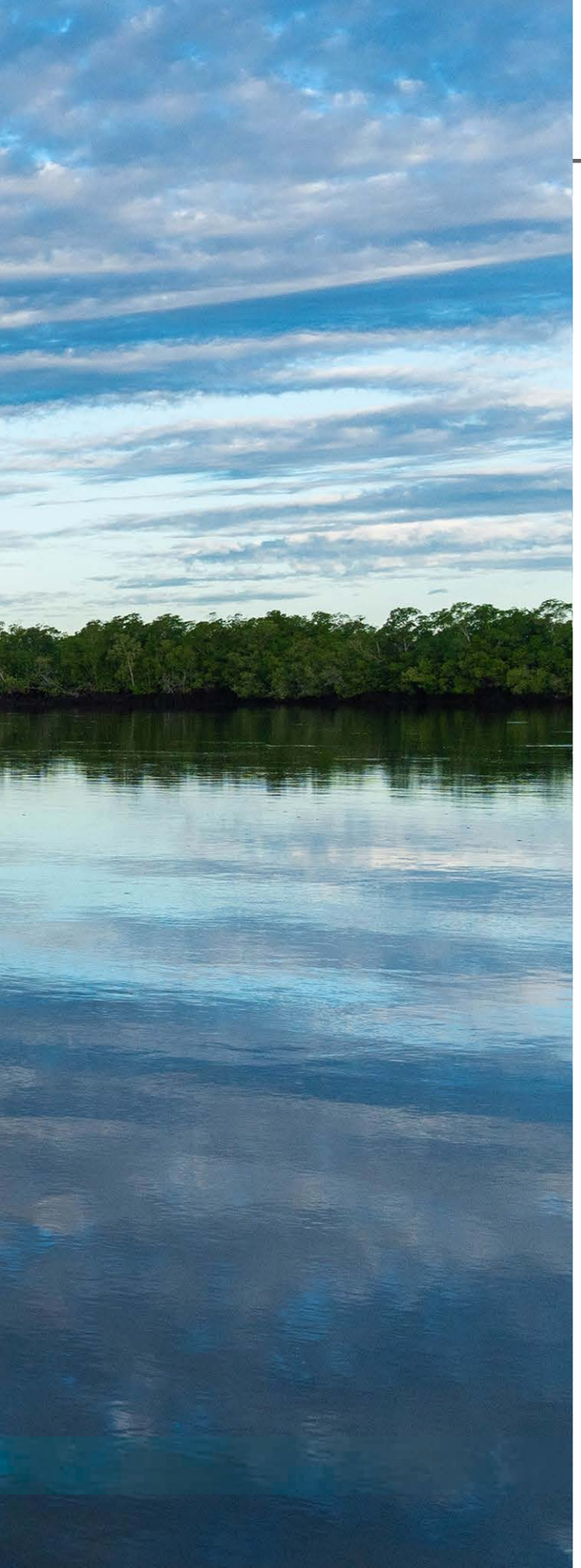

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1. Acronyms and Abbreviations

A	
AEO	Regional Mutual Recognition Arrangement
C	
CABEI	Central American Bank for Economic Integration
C.A.	Central America
CBM	Coordinated Border Management
CCIE	Advisory Committee for Economic Integration
CEIE	Center for Studies for Economic Integration of SIECA
CLI	Intersectoral Logistics Commission
COCATRAM	Central American Commission on Maritime Transport
COMIECO	Council of Ministers of Economic Integration
COMISCA	Sectorial Council of Transport Ministers of Central America
COMITRAN	Council of Ministries of Health of Central America
COSEFIN	Council of Ministers of Finance of Central America, Panama, and the Dominican Republic
COVID-19	SARS-Cov-2 Disease in 2019
CR	Costa Rica
CTRML	Regional Technical Commission on Mobility and Logistics
D	
DSR	Debt Service Ratio
DUCA	Central American Single Declaration
E	
EC	European Commission
ECLAC	Economic Commission for Latin America and the Caribbean
G	
GAM (CR)	Greater Metropolitan Area (Costa Rica)
GIS	Geographic Information System
GT	Guatemala
H	
HN	Honduras
I	
IADB	Inter-American Development Bank
IAP	Immediate Action Plan
J	
JST	JICA Study Team
L	
LAZ	Logistic Activities Zone
M	
M/P	Regional Master Plan on Mobility and Logistics 2035
MTI (NI)	Ministry of Transport and Infrastructure (Nicaragua)
N	
N/A | N/D	Not Applicable / Not Available
NI	Nicaragua
O	
OSBP	One Stop Border Post
P	
PA	Panama
PCU	Passenger Vehicle Unit

PENLOG	National Strategic Plan on Cargo Logistics (GT)
PMRML	Central American Regional Mobility and Logistics Framework Policy
PNLOG	National Plan on Cargo Logistics (SV), (HN), (CR), (NI), (PA)
PPP	Public Private Partnership

R

RCSD	Debt Service Ratio-DSR
RFID	Radio Frequency Identification
RICAM	International Network of Mesoamerican Highways
RTV	Vehicle Technical Revision

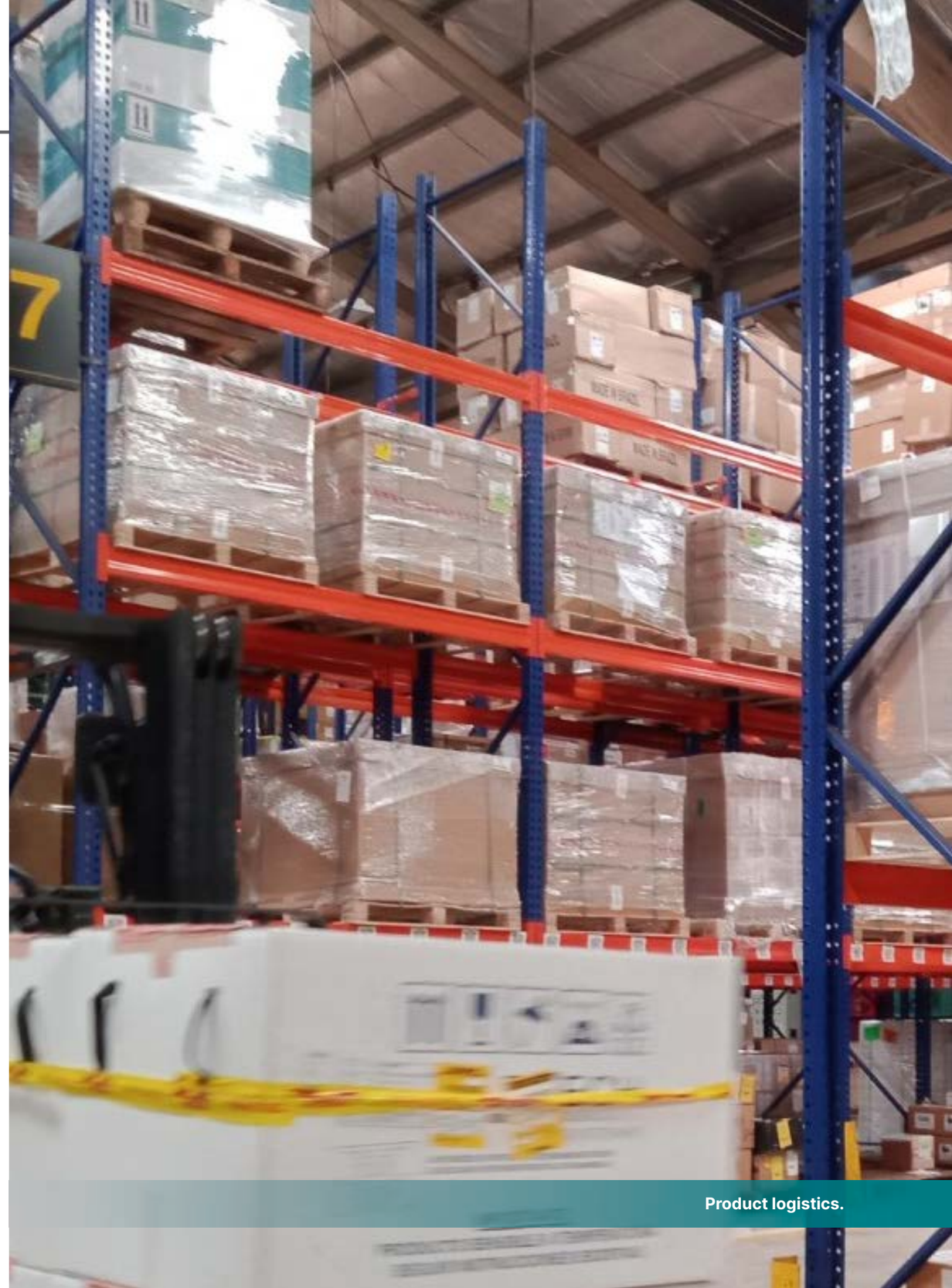
S

SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SEZ	Special Economic Zones
SICA	Central American Integration System
SIECA	Central American Economic Integration Secretariat
SSS	Short sea shipping
SV	El Salvador

T

TELCA	Electric Freight Train of Limón (Costa Rica)

U



Product logistics.

Flags of Central America. SIECA Headquarters in Guatemala.

2. Presentation

Francisco A. Lima Mena
Secretary-General
SIECA

SIECA

The Regional Master Plan on Mobility and Logistics 2035 is the result of more than five years of planning, analysis, and consultation conducted throughout Central America. It aims to comply with the mandate given at the Ordinary Meeting of Presidents and Heads of State of SICA in December 2017 stemming from the Central American Regional Mobility and Logistics Framework Policy (PMRML).

In order to strengthen economic integration and benefit from the intraregional market, multiple structural conditions must be improved, such as the quality of borders infrastructure, the standardization of control procedures at border posts, capacity building for government agencies responsible of controls, raising awareness in the private sector about regulatory and procedural compliance, and the implementation of technologies that allow for process automation, among many other measures that could be noted.

The Plan offers a forward-looking and innovative instrument for regional planning in terms of infrastructure and intends to respond to one of the most evident challenges in the economic integration agenda. The vision of this instrument is to turn the Central American region into a logistics HUB for the mobility of people and commodities through the implementation of a portfolio of infrastructure projects structured along six strategic axes: road, aviation, port-maritime, railway, urban logistics, and coordinated border management. Fundamentally, this Master Plan also offers a full articulation with the Sustainable Development Goals (SDGs) agenda, as it seeks to impact goals such as the increase in productivity and competitiveness in line with the climate and environmental challenges.

It is important to acknowledge the leading role played by regional institutions in the approval of the Master Plan 2035. This endeavor has been possible thanks to the leadership and intersectoral coordination of the Sectoral Council of Transport Ministers of Central America (COMITRAN), the Council of Ministers of Economic Integration (COMIECO) and the Council of Ministers of Finance of Central America, Panama, and the Dominican Republic (COSEFIN). The completion of this initiative ratifies the unwavering support of the Japan International Cooperation Agency (JICA) to the Central American region's sustainable development agenda and the ongoing technical support provided by the Central American Economic Integration Secretariat (SIECA) in the regional integration agenda.

ONODERA Seiichi
Senior Vice President
Japan International Cooperation Agency

JICA

Upon the request of the Central American Integration System (SICA), the Government of Japan decided to carry out the "Project to Strengthen Capacities in the Elaboration of the Regional Master Plan on Mobility and Logistics for Sustainable Regional Development in the Framework of Central American Economic Integration," which was entrusted to the Japan International Cooperation Agency (JICA).

JICA worked with a Study Team comprised of a Joint Venture among Oriental Consultants Global Co., Ltd. (OCG), Nippon Koei Co., Ltd. (NK), ALMEC Corporation (ALMEC), the Overseas Coastal Development Institute of Japan (OCDI), and the International Development Center of Japan (IDCJ). The team led by Mr. **SHIBATA Junji** of Oriental Consultants Global Co. Ltd. was sent to Central America during the period of November 2019 to June 2023.

The Study Team carried out field surveys and formulated the Master Plan on Mobility and Logistics 2035 based on discussions with key stakeholders from the Government of the Republic of Costa Rica, the Government of the Republic of El Salvador, the Government of the Republic of Guatemala, the Government of the Republic of Honduras, the Government of the Republic of Nicaragua, the Government of the Republic of Panama and the Secretariat for Central American Economic Integration (SIECA) through the regional framework represented by the Sectoral Council of Transport Ministers of Central America (COMITRAN).

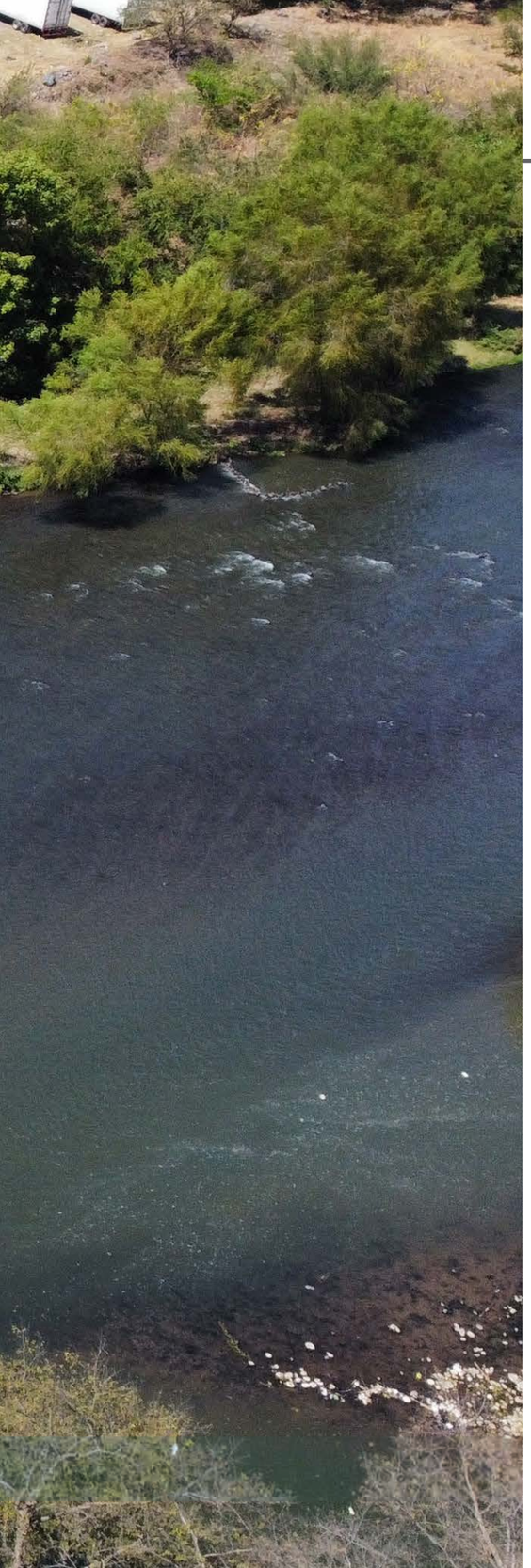
This Master Plan was prepared based on the results of the intensive analysis of all the data and information collected during the study and offers a set of recommendations for the overall improvement of Mobility and Logistics in Central America.

It is my hope that this report will contribute to sustainable regional development within the framework of the Central American economic integration.

I also wish that the cordial relationship between Central America and Japan has been strengthened as a result of this collaborative study.

Lastly, I would like to express my sincere gratitude to all the stakeholders involved in the Project for their unwavering support and close cooperation.

Road transport. Nicaragua.



3. Introduction

This document is an executive summary of the Regional Master Plan on Mobility and Logistics 2035 (M/P). Its objective is to provide an overview and introduction to key actors in the transport, mobility, and logistics sector and other stakeholders, thus contributing to its dissemination to facilitate its implementation.

The M/P, instructed by the Summit of Heads of State and Government of the SICA member countries in December 2017, is a guiding tool that defines the short-, medium-, and long- term vision, objectives, and sectoral actions for the main modes of transportation in Central America. It is structured around strategies for strengthening and modernizing 11 strategic corridors. The M/P proposes financial and implementation mechanisms with a planning horizon of 2035 to be implemented through phases and levels.

The M/P follows the guidelines of the Regional Mobility and Logistics Framework Policy (PMRML) and draws on previous relevant planning efforts, including the National Plans on Cargo Logistics (PNLOG/PENLOG).

The preliminary work for the development of the M/P began in 2020, when the Regional Technical Commission on Mobility and Logistics (CTRML) was instructed by COMITRAN to coordinate the formulation of the Plan. The latter, with the specialized assistance from SIECA, the technical coordination of a team of experts hired by JICA, and the support of various governing bodies and national organizations from both the public and private sectors, as well as international organizations under the coordination and guidance of SIECA, and the support of the Intersectoral Logistics Commission (CLI), collected and systematized relevant information available in the six Central American countries. As a result of these efforts, several reference documents were produced to complement and serve as the foundation for this Master Plan. The M/P consists of seven chapters: Chapter 1 summarizes the main challenges determined by the social, economic, and physiographic framework, and the findings of the data collection phase.

Chapter 2 describes the socioeconomic, environmental, and legal frameworks, as well as regional and national spatial development policies; Chapter 3 sets out the vision and strategic objectives to be achieved, as well as the spatial strategies at the cross-cutting and sectoral levels defined in the PMRML; Chapter 4 presents the profiles of the 11 proposed Strategic Corridors; Chapter 5 summarizes the Immediate Action Plan that starts with short-term projects (by 2025) as part of the implementation of the M/P; Chapters 6 and 7 describe the implementation mechanisms of the Master Plan in its temporal, financial, and institutional aspects. It is important to mention that the mechanisms and resources proposed for funding the M/P are presented in an indicative, non-binding manner, to be considered at the discretion of the Central American governments pursuant to the laws and priorities of each country.

The M/P assumptions and projections are based on scientific evidence to develop the transport demand forecasts, as well as trade patterns for Central America's strategic products, based on interview surveys with key leaders and stakeholders, trade statistics, the Central American Single Declarations (DUCA), traffic count surveys conducted after the post-pandemic economic reactivation (COVID-19), interview surveys with consigners, trucking companies, and transport cargo service providers. In addition, GIS tools and traffic simulation models were used to support the scenarios that guided the planning process. The M/P used demographic forecasts from ECLAC and National Statistics Institutes as the basis for predicting traffic volumes up to 2035. In addition, the national income trends were considered, and investment proposals were made to reduce income disparities in the region based on data from ECLAC, Central Banks, and Ministries of Finance. Forecasts and data from each country's key industrial sectors were also considered, as well as the analysis of the nature of the growing trade relations with Mexico, the United States, and Europe and the expansion of trade with new economic partners in Asia-Pacific and the Middle East.

In addition, the Master Plan considers global challenges such as climate change, its consistency with the Sustainable Development Goals (SDGs), and Digital Transformation (DX).

The M/P approach is comprehensive and seeks to tackle the various aspects that influence cargo transport and logistics in the region in a holistic way. To support the construction of an integrated regional mobility and logistics system, policies and programs were developed for three spatial levels: (Level 1) Regional: all Central America; (Level 2) Subregional: multiple adjacent countries; (Level 3) National: each country.

However, it is important to recognize that the M/P does not address specific proposals for mobility of people. This was not possible because there was not enough regional information to support specific proposals in this regard. It was noted that there are currently no mechanisms or entities that systematically collect and report specific data to estimate the flow of people and commodities within each city (small- scale logistics within the city). Therefore, given the importance and complementary nature of the matter, it remains a pending task to conduct individual studies for the main urban centers of the region (level 3) to support proposals to address urban transport problems and build an integrated urban transport and logistics system.

In conclusion, it is worth noting that this Master Plan is the first of its kind and represents a milestone for the Central American region. The integrated assessment of strategies and projects at both the regional and subregional levels is an innovative contribution, since harmonization among neighboring countries is particularly important for building a multi-modal transport system that supports competitive logistics systems throughout the region. The multilevel approach leads to the formulation of programs for strategic corridors that foster equitable development in the region and promote greater prosperity in territories that are currently less reachable. In this regard, although this Master Plan does not directly address urban transport issues, its implementation and institutional strengthening strategies allow for solid steps toward the creation of an integrated mobility, transport, and logistics system with a regional scale as its context. For this reason, it is expected that the Master Plan will be conceived as a dynamic document subject to extensions, updates, and refinements, especially to the extent that institutional capacities in the region are strengthened through the implementation of short-term actions, and with the hope that it will be implemented in cooperation with the relevant parties, while taking into account its comprehensive approach and the limitations identified in its formulation.

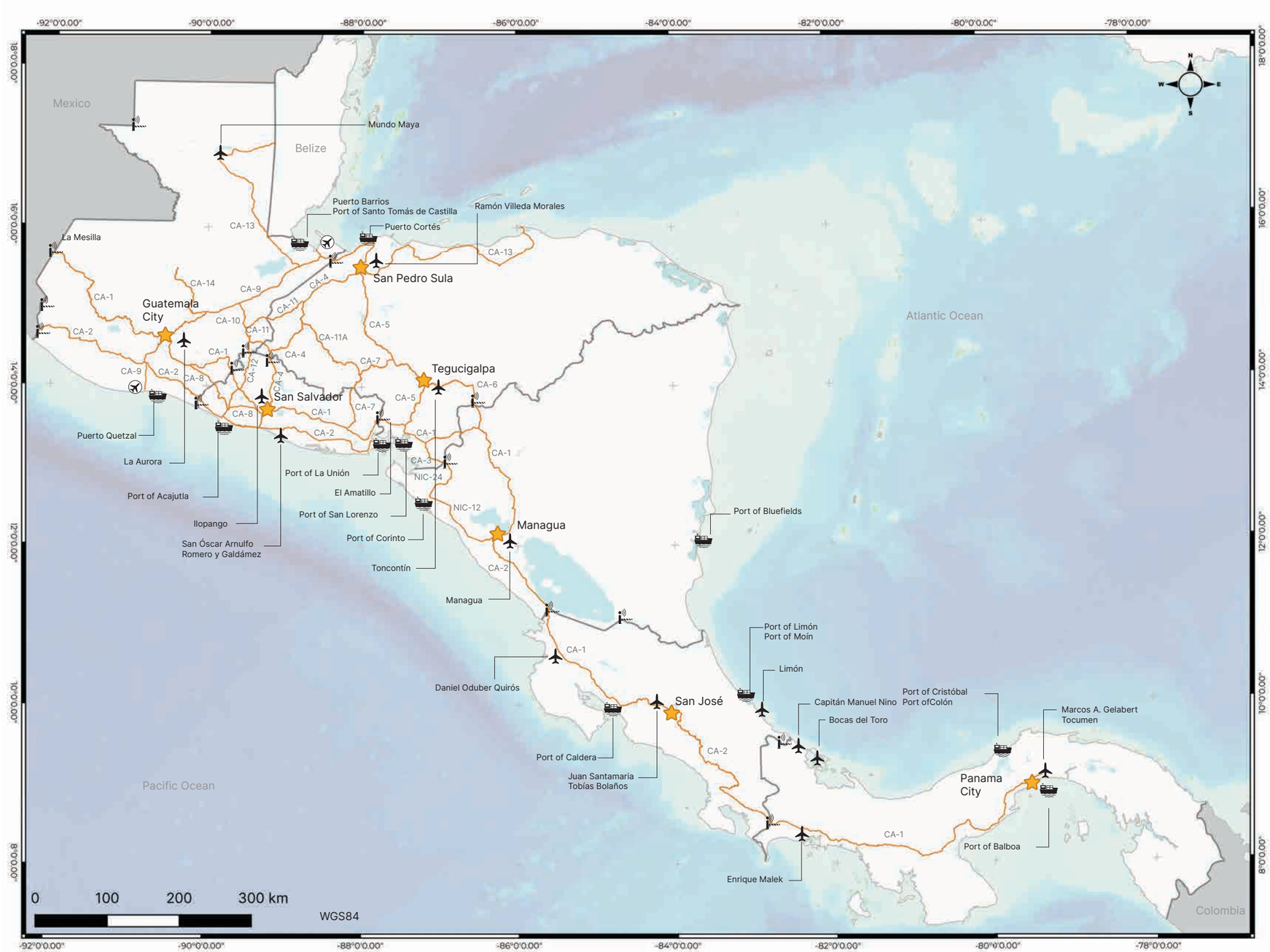
Highway, Guatemala.

4. Existing Transport Network Central American Highways (CA)

Map 1

Source: JST.

Transportation is essential for the mobility and logistics of people and goods around the world, and its capacity and quality determine the economic development of a country or region. In Central America, COMITRAN seeks to make Central America into a world- class logistics platform for the movement of people and goods, to promote it as a more integrated and competitive region capable of effectively mobilizing its population and supply chains, and to increase and diversify its trade. The region has an extensive transportation infrastructure, including more than 148,000 kilometers of highways, railways, port facilities, an interoceanic canal, border crossings, and international airports. Road transport is the primary mode for the movement of goods and people in the region. Map 1 shows the series of mobility and transportation corridors in the region, which connect the most important ports, international airports and border crossings.



Legend

- Central American Highway
- Existing Sea Port
- Existing Airport
- Domestic airport
- Border Crossing
- Capital City
- Border
- Body of Water

5. Vision and strategic objectives

The M/P presents a vision and strategic objectives aiming to build a competitive, efficient, effective, safe, and resilient regional mobility and logistics system.

Vision

"Central America will be an integrated and competitive region that provides its population with adequate transport along with supply chains that function organically, with diversified trade, strengthened regional complementarities and balanced/sustainable value chains; and with spatial development that improves the quality of life of its citizens, in harmony with nature."

General Objective

Build a competitive, efficient, effective, safe and resilient regional mobility and logistics system that integrates various modes of transport to adequately move people and facilitate value chains at national, regional and global levels.

Strategic objectives

- Develop a robust, competitive, safe, secure, resilient, and redundant regional intermodal transport system.
- Create a transport and logistics network that contributes to spatial development, economic productivity and regional integration.
- Increase the efficiency and quality of intraregional transport and logistics by improving infrastructure and related services, plus implementing common, integrated and efficient border-crossing procedures.
- Promote efficient/sustainable urban logistics solutions to address traffic congestion caused by cargo transport in cities.

The strategies proposed by the M/P are classified by territorial scale (regional level, subregional level and national level) and are in line with the Regional Mobility and Logistics Framework Policy, considering the general guidelines of the latter and of the M/P, which are necessary to achieve the objectives of the M/P.

Table 1: PMRML and M/P guidelines.

1	Contribute to creation and strengthening of regional value chains.	The M/P must prioritize creation and strengthening of regional value chains to promote sustainable growth of the Central American economies.
2	Reduce costs and times on mobility and logistics	All sectoral policies should contribute to improving performance levels of national/regional logistics and to reducing costs.
3	Improve quality and availability of regional infrastructure & connectivity equipment.	Optimize transport, logistics and mobility infrastructure supply, as well as developing logistics corridors (national/regional). To this end, actions need to be coherent and complementary, including those considered in this and any other related policy.
4	Achieve a sustainable modal integration.	Promote a complementary intermodal transport matrix and integrated transport/logistics systems to encourage greater transport supply.
5	Reduce insecurity in transport and logistics operations.	Integrate these issues into sectoral policies, promoting a coordinated approach between public & private sectors with adequate categorization and monitoring of risk factors.
6	Reduce negative externalities on the environment and society.	Sectoral policies must ensure reduction of negative environmental and social externalities, e.g., pollution, energy consumption, climate change adaptation and mitigation, plus basic social aspects such as road safety, accident reduction, improvement of public transport, etc.
7	Promote adoption/use of ICT tools in transportation.	Promote use of information and communications technologies to ensure efficient logistics and mobility systems, aimed at enhancing cargo traceability, cargo-handling technology, creation of integrated distribution chains and improved mobility to achieve high-quality, cost-efficient services.
8	Ensure integrated, coherent regulatory & institutional frameworks.	Promote sectoral legislation in single legal framework, focusing on creation of an adequate institutional environment and generation and dissemination of information, as well as strengthening regulations related to mobility, logistics and international transport.
9	Incorporate sectoral planning tools.	Incorporate spatial planning tools that promote sustainability in infrastructure development with short-, medium- and long-term vision.
10	Promote technical training and institutional capacity building.	Sectoral policies should provide for training and provision of suitable talent to design, implement monitor and assess sectoral frameworks.
11	Use of strategic monitoring and evaluation tools.	Establish monitoring and evaluation systems to follow-up on reforms and their impact on goals set for each area.
12	Promote consistency between the Regional Master Plan on Mobility and Logistics 2035 and national plans.	Seek coherent alignment between PMRML and national plans, so that actions are compatible.

Source: PMRML and JST.

Tabla 2: Relationship between M/P strategic objectives and PMRML general guidelines

Nº	Strategic objective	PMRML General Guidelines											Plan
		1	2	3	4	5	6	7	8	9	10	11	12
1	Develop robust, competitive, safe, secure, resilient and redundant regional intermodal transport system.	x	x	x	x	x	x	x	x	x		x	
2	Create transport & logistics network that contributes to spatial development, economic productivity and regional integration.	x	x		x		x			x	x	x	x
3	Increase efficiency/quality of intra-regional transport and logistics by improving infrastructure and related services, plus implementing common, integrated and efficient border crossing procedures.		x				x	x	x		x	x	x
4	Promote efficient/sustainable urban logistics solutions to address congestion caused by cargo transport in cities.		x				x				x	x	x

Source: JST.

The strategic objectives are set out through strategies organized as follows:

- Two cross-cutting axes (1. Productive and trade area; and 2. Mobility of People)
- Six sectoral axes (1. Road infrastructure and land transportation; 2; Maritime – port; 3. Aeronautical - airport; 4. Rail transport; 5. Coordinated border management; and 6. Urban logistics)
-

The M/P scopes for each axis are as follows:

Cross-cutting Axes:

1. **Production and trade:** improve mobility, logistics, trade, and productivity to boost economic development in Central America through connectivity strategies, infrastructure, technology and logistics corridors.
2. **Mobility of people:** to have efficient and safe infrastructure, services, and technology in the region to meet the demand for passenger transportation, considering that this is crucial for economic development and mobility in Central America, given population growth and the increase in the number of people visiting the region.

Sectoral axes:

1. **Road infrastructure and land transportation:** guarantee the safety, quality, and efficiency of transportation, considering that road infrastructure in Central America is vital for the region's economic development, as it facilitates the transportation of cargo and passengers at the international, regional and national levels.
2. **Maritime - ports:** improve logistics processes and promote the economic development of the region, considering that the quality of equipment and personnel are key to global trade in maritime transportation and ports.
3. **Aeronautical - airports:** overcome the challenges presented by air mobility in terms of infrastructure and services to improve competitiveness and become a strategic point of commercialization and entry of people, considering that it is a complement to land transportation and is essential for trade and tourism in Central America.
4. **Rail transportation:** contribute to the rehabilitation of the railroad network and its interconnection throughout Central America and its internal derivations in each country, so that it becomes part of the integrated mobility and logistics system.
5. **Coordinated border management:** improve coordination at border crossings for transport and logistics efficiency and promote the figure of the Authorized Economic Operator, which requires joint efforts in the region.
6. **Urban logistics:** strategic actions that promote efficient and sustainable sectoral projects that are safe, committed, and respectful of the environment, which derive from spatial planning and other plans in the countries, linked to mobility, transportation and logistics that contribute to implementing the M/P.

Strategic Environmental Assessment (SEA)

The UN's Sustainable Development Goals (SDGs) will be used as the framework for developing the Master Plan SEA, ensuring consistency with the SDGs. In this regard, the SDG-SEA framework is expected to contribute to the following:

- Guiding the M/P, including cross-cutting and sectoral axes and strategies.
- Strengthening the M/P by assessing strategies and projects for consistency with the SDGs.
- Assessing the scope of projects within the cross-cutting and sectoral axes of the M/P, in compliance with the SDGs.

Considering that the PMRML is the overall policy driving development of the Master Plan, the strategic objectives of the policy serve as the basis for the SDG-SEA framework.

In this line, the PMRML covers the objectives corresponding to productivity, access, climate change and robustness. It also includes additional perspectives of the SDGs such as food security, health, gender, marine resources, and protected areas. And it reflects the perspectives of the Regional Environmental Framework Strategy 2015-2020, in terms of climate change and environmental protection.

Road Infrastructure. Nicaragua.

6. Mobility development based on 11 strategic corridors

The M/P proposals are developed in two dimensions: spatial and time. The spatial dimension proposes the development of strategic logistic corridors to enhance regional economic development. Each corridor has a regional, subregional, or national spatial scope. The time dimension establishes short-, medium- and long-term strategies for the gradual achievement of the proposed objectives. The corridor approach highlights the need to coordinate policies in the countries that form part of the corridors. The plans developed can encourage investors and financial institutions to make decisions to invest in the transportation industry and in the SEZs.

6.1 Mobility and logistics development strategy in Central America

A strategic corridor has been defined as a corridor that articulates one or more origins and destinations for cargo or passengers through multimodal transportation infrastructure to facilitate trade and the exchange of goods. The corridors are proposed as a strategy to integrate disjointed territories and enhance their productive growth and integral development. Eleven corridors were identified to enhance the socioeconomic development of Central America, and the scope and projects of each corridor, as well as the timeframe for their development, are described below.

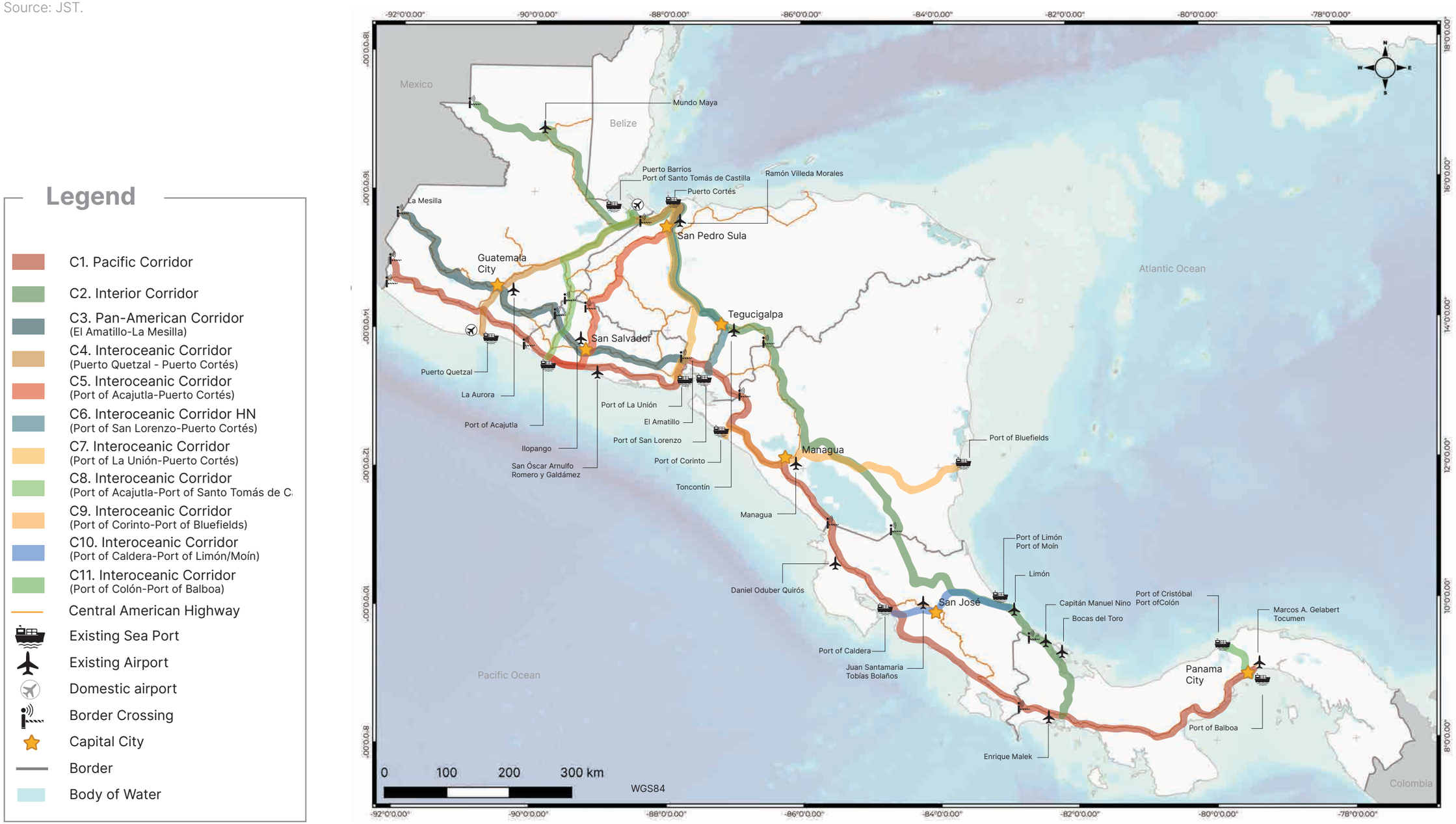
The main objective of the strategic corridors project is to improve the capacity and quality of transportation in Central America to promote regional economic integration and strengthen trade relations with other countries. Corridor C1 Pacific, as the main development axis, seeks to increase transportation capacity, speed throughout the region, and improve network redundancy through alternative routes and various modes of transportation. Corridors C4, C5, C6, C7, C8, C9, C10 and C11 seek to connect the Pacific and Atlantic oceans to reduce export, import and freight costs from both coasts, improve the quality

system and renovate the rail systems, as well as promote industrial development along them. In addition, the C2 corridor or Interior Corridor constitutes an alternative route to C1, offering a dual road route that improves access to producers in less developed territories in the region and contributes to improving their competitiveness. In summary, the objective of the strategic corridors is to promote the economic development of the Central American region through improved transportation and regional integration

Road in Costa Rica.

Existing CA Road Network and Strategic Corridors
Map 2

Source: JST.



C1 PacificCorridor

Guatemala/Mexico (GT-MX)- Panama (PA)

Description

C1 is an international trunk corridor that runs north-south along the Pacific coast of Central America from the Tecún Umán border crossing (MX-GT) to Panama City (PA). The main cities of Central America are located near this corridor, except Honduras. This corridor is the engine of the Central American economy connecting with the Panama Canal, a world trade maritime route.

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

Cargo movement

- It is a main route for the daily import of goods to the Central American countries via the Tecún Umán border between Mexico and Guatemala.
- There is chronic traffic congestion at the Pedro de Alvarado / La Hachadura border between Guatemala and El Salvador.
- Puerto Quetzal is a gateway for the export of sugar and the import of oil, corn, among other products to the northern region and connects with the interoceanic corridor (C3), Puerto Quetzal – Puerto Cortés.
- Sugar is the main export of the Ports of Corinto (NI), Acajutla, and La Unión (SV), and oil and cereal the main import commodities.
- There have been efforts to activate the Port of La Unión, an important infrastructure project on the Pacific coastline of El Salvador.
- The Port of Corinto is the main trading port of Nicaragua and the second most important cruise ship port.
- The port of San Lorenzo, Honduras' gateway to the Pacific Ocean, serves as a base for the export of iron oxide and sugar, as well as imports of oil and automobiles. San Lorenzo is connected to Puerto Cortés through interoceanic corridor (C5).
- The highway between Jícaro Galán and Guasaule is deteriorating.
- Bananas are exported from the Port of Caldera in Costa Rica, and imports include crude oil and construction materials.
- There has been significant progress in developing container terminals on the outskirts of Panama City.

Corridor length (km) (along highways): **2,181km**
Length of Central American highways:
CA-1: **1,043km** | CA-2 **599km** | CA-3 **2 239km** | CA-12 **3km**
Volume of road traffic (PCU-km./day):
10.4 (2021) | 19.3 (2035)
AAGR 13%
Length

9,1 million (2021)
10,3 million (2035)
0.9% AAGR
Population

Escuintla, San Salvador, San Miguel, Choluteca, León, Managua, Liberia and Panama City
Main cities

2 (SV) | 12 (CR)
Protected areas

5 (GT) | 5 (SV) | 3 (HN) | 5 (NI) | 5 (CR) | 5 (PA)
International Tourist Destinations

2 (GT) | 5 (SV) | 21 (NI) | 2 (CR) | 7 (PA)
Number of Special Economic Zones
Number of SEZs

Intraregional truck terminals (Projected)
1 (GT) | 1 (NI) | 1 (PA)
Intraregional Passenger Bus Terminals
4 (NI) | 1(PA)
Terminals

12 ports in total
7 main seaports
Seaports and airports

San Óscar Arnulfo Romero y Galdámez International Airport: 3,7 million in 2019
Augusto C. Sandino International Airport: 1,1 million in 2019
Tocumen International Airport: 16 million in 2018
Annual passengers

Tecún Umán (GT) | Pedro de Alvarado / La Hachadura (GT - SV) | El Amatillo (SV - HN) | Guasaule (HN - NI) | Peñas Blancas (NI - CR) | Paso Canoas (CR - PA).
Border crossings

Infographic 1: C1 Datasheet.
Source: JST

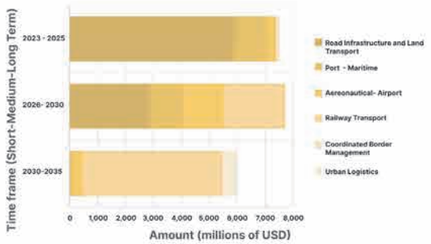
No.	Code	Country	Projects
1	MCA4	C.A.	Short-sea-shipping Project
2	VC01	CR	N1: Road Development: Barranca-Limonal -Cañas
3	VC02	CR	N2: Road Development: Palmar Norte-Paso Canoas
4	VC11	CR	N27: Road Widening: San José-Caldera
5	VC14	CR	Rehabilitation Section: Radial Pozón - Quebrada Ganado
6	VC15	CR	N1: Road Development: San Ramón-Barranca (development of a third lane)
7	MC1	CR	Caldera Port: Expansion
8	MC2	CR	Caldera Port: Breakwater Reinforcement
9	MC3	CR	Golfito Port: Improvement
10	MC4	CR	Quepos Port: Improvement
11	AC10	CR	Master Plan Project in Liberia Daniel Oduber Quirós International Airport
12	AC11	CR	Cargo Terminal Development in Liberia Daniel Oduber Quirós International Airport
13	RC11	CR	Pacific Train Project (Puntarenas – Puerto Caldera - Ciruelas)
14	UC3	CR	Peñas Blancas: Development of Logistics Activity Zone, LAZ
15	UC4	CR	Paso Canoas: Development of Logistics Activity Zone, LAZ
16	UC8	CR	Port of Caldera & Central Valley: Development of Logistics Activity Zone, LAZ
17	VS04	SV	CA-2: Reconstruction of Melara Bridge (damaged by Hurricane Ida in 2009)
18	VS05	SV	CA-2 W: Road Widening, La Hachadura - Acajutla (CA-12 S in part)
19	VS07	SV	CA-2: Manuel José Arce Bridge (La Hachadura Border)
20	VS08	SV	CA-2: Full expansion of corridor to 4 lanes (or segments with a third lane): Zacatecoluca to La Unión segment, 70 Km approx. (East)
21	VS09	SV	CA-2: Expansion of corridor to 4 lanes or third lane, Comalapa - Acajutla section (56 Km)
22	VS10	SV	CA2 Eastern section road: La Libertad Bypass
23	VS12	SV	New layout El Delirio-El Carmen (Opening of intersection CA-2 with CA-1)
24	VS13	SV	CA-1 E: Expansion to 4 lanes Sirama-El Amatillo: Sirama (La Unión) – Pasaquina section
25	VS14	SV	CA-1 E: Expansion to 4 lanes Sirama-El Amatillo: Pasaquina - El Amatillo section (10 km)
26	VS30	SV	CA-1 E: Expansion to 4 lanes, Eastern exit from San Miguel to Sirama (36 km)
27	VS35	SV	RN-14 S: Road enhancement El Triunfo (CA-1 E) - Santiago de María - Usulután (CA-2 E)
28	MS1	SV	Acajutla Port: Expansion
29	MS2	SV	La Unión Port: development
30	AS2	SV	La Unión: New airport construction, administration, operation and maintenance
31	AS5	SV	San Óscar Arnulfo Romero y Galdámez Airport: Passenger Terminal and airside development by four phase
32	AS6	SV	San Óscar Arnulfo Romero y Galdámez Airport: Cargo Terminal modernization and operation
33	AS7	SV	San Óscar Arnulfo Romero y Galdámez Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
34	RS2	SV	Railway Rehabilitation (San Salvador - San Juan Opico - Sonsonate - Acajutla)
35	RS5	SV	Railway Development (Acajutla - Pedro de Alvarado Customs)
36	US3	SV	El Amatillo: Development of Logistics Activity Zone, LAZ
37	US4	SV	Acajutla Port: Development of Logistics Activity Zone, LAZ
38	VG02	GT	CA-2 W: Mazatenango - Cuyotenango – San Bernardino Bypass Road Construction
39	VG08	GT	RN-1: El Carmen border - Quetzaltenango Road Improvement
40	VG10	GT	CA-2 E: Escuintla - Taxisco- El Obraje -Pedro de Alvarado Road Improvement
41	VG11	GT	CA-2 W: Escuintla- Santa Lucá Cotzumalguapa – Mazatenango - Retalhuleu - Tecun Umán / El Carmen Road Improvement
42	VG12	GT	Cocales Bypass Road
43	VG15	GT	San Sebastián, Retalhuleu Bypass Road
44	VG18	GT	Cuyotenango City bypass- 2 lanes
45	RG1	GT	Development of Border with Mexico (Bridge rehabilitation at border, Development of Tecun Umán Container Terminal)
46	RG3	GT	Railway Rehabilitation (Tecun Umán - Mazatenango - Escuintla)
47	RG9	GT	Railway Development (Escuintla - Pedro de Alvarado Customs)
48	CG3	GT	El Carmen (GTM-MEX): Border Modernization
49	CG4	GT	Tecún Umán (GTM-MEX): Border Modernization
50	UG6	GT	Tecún Umán: Development of Logistics Activity Zone, LAZ
51	VH07	HN	CA-1: Reconstruction of Guasirope Bridge
52	MH1	HN	San Lorenzo Port: Improvement
53	UH7	HN	La Alianza - Goascorán: Development of Logistics Activity Zone, LAZ
54	VN09	NI	R_IW2: Improvement (Widening): León – Chinandega (NIC-12A)
55	VN11	NI	R_IW6: Improvement (Widening): Guanacaste - Nandaime – Rivas junction (NIC-2)
56	VN16	NI	Widening of the Managua - Chinandega corridor
57	VN17	NI	Widening of Nadaime - Peñas Blancas
58	VN24	NI	Chinandega Bypass
59	VN25	NI	Ring road of the city of Rivas
60	VN38	NI	Expansion of the access road to the Guasaule border post
61	VN46	NI	Rehabilitation Section: Villa El Carmen (5.65 km After) - INCAE Entrance (3.75 km Before)
62	VN47	NI	Diriamba City bypass - 2 lanes
63	VN58	NI	Improvement of the Nadaime-Masaya- Peripheric highway
64	MN2	NI	Cruise Terminal Development
65	MN4	NI	Sandino Port: Improvement
66	UN1	NI	Managua: Truck Terminal Development
67	VP02	PA	N1: Road Widening: Corridor 1 (6km) of Las Playas Corridor (La Chorrera – Santa Cruz) (6 lanes, viaduct + road expansion), Province of West Panama
68	VP03	PA	N1: Road Rehabilitation and Widening: Las Américas Bridge – Arraiján (8 lanes)
69	VP06	PA	N1: Alternative road development to Las Playas Corridor: Howard - Veracruz - Vacamonte - Chorerra - Sajalices (Coastal Highway)
70	VP07	PA	Design and Construction of the Fourth Bridge Over the Panama Canal
71	VP08	PA	Design and Construction for Rehabilitation and Expansion of La Concepción Highway (CPA) - Cuesta Piedra - Volcán
72	MP2	PA	Moin Port: Construction of Container Terminal
73	AP1	PA	Tocumen International Airport: Development of terminal 2, cargo warehouse and free trade zone
74	AP2	PA	Tocumen International Airport: Development of 3rd runway, Passenger Terminal 3 and 4

Panama Canal.

C1 Pacific Corridor

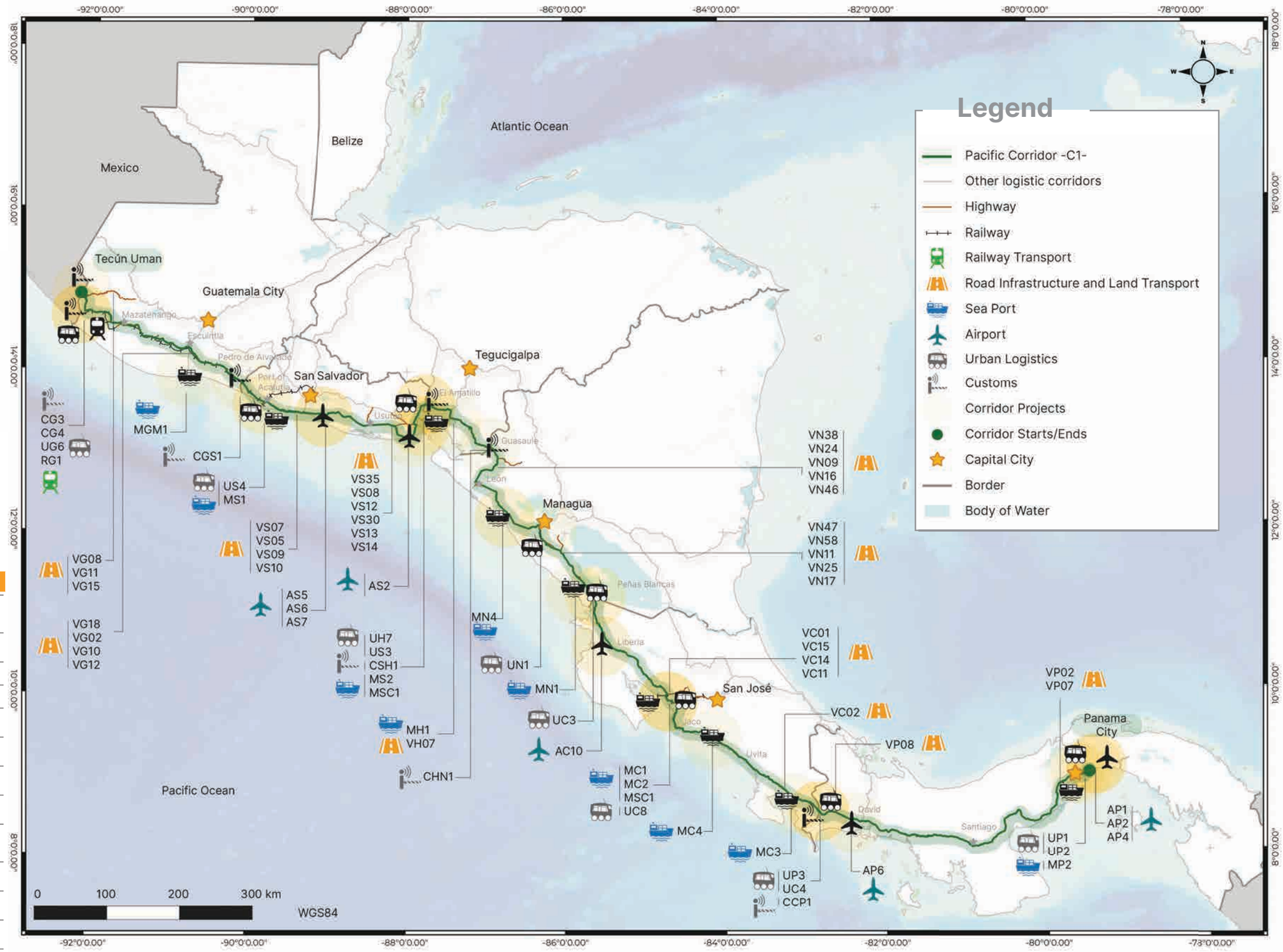
Starts: Tecún Umán, Guatemala
Ends: Panama City, Panama
Section length:: 2,181 km
Projects: 86

Map 3
Source: JST.



Graph 1: C1 Amount of investment.
Source: JST.

No.	Code	Country	Project
75	AP4	PA	Tocumen International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
76	AP6	PA	David "Enrique Malek" International Airport: Development of new cargo warehouse
77	UP1	PA	Panama City: Truck Terminal Development
78	UP2	PA	Panama City: Urban Logistics Master Plan
79	UP3	PA	Paso Canoas: Development of Logistics Activity Zone, LAZ
80	MGM1	GT/ MX	Vessel Service between Quetzal Port and Chiapas Port
81	MSC1	SV/ CR	Ferry Service project between La Unión Port and Caldera Port
82	CCP1	CR/ PA	Paso Canoas (CRC-PNM): Border Integration (OSBP)
83	CGS1	GT/ SV	Pedro Alvarado (GT) / La Hachadura (SV): Border crossing modernization (single window)
84	CHN1	HN/ NI	Guasaule (HN-NI): Border Modernization
85	CNC1	NI/ CR	Peñas Blancas (NI-CR): Border Modernization (OSBP)
86	CSH1	SV/ HN	El Amatillo (SV-HN): Border crossing modernization (single window)

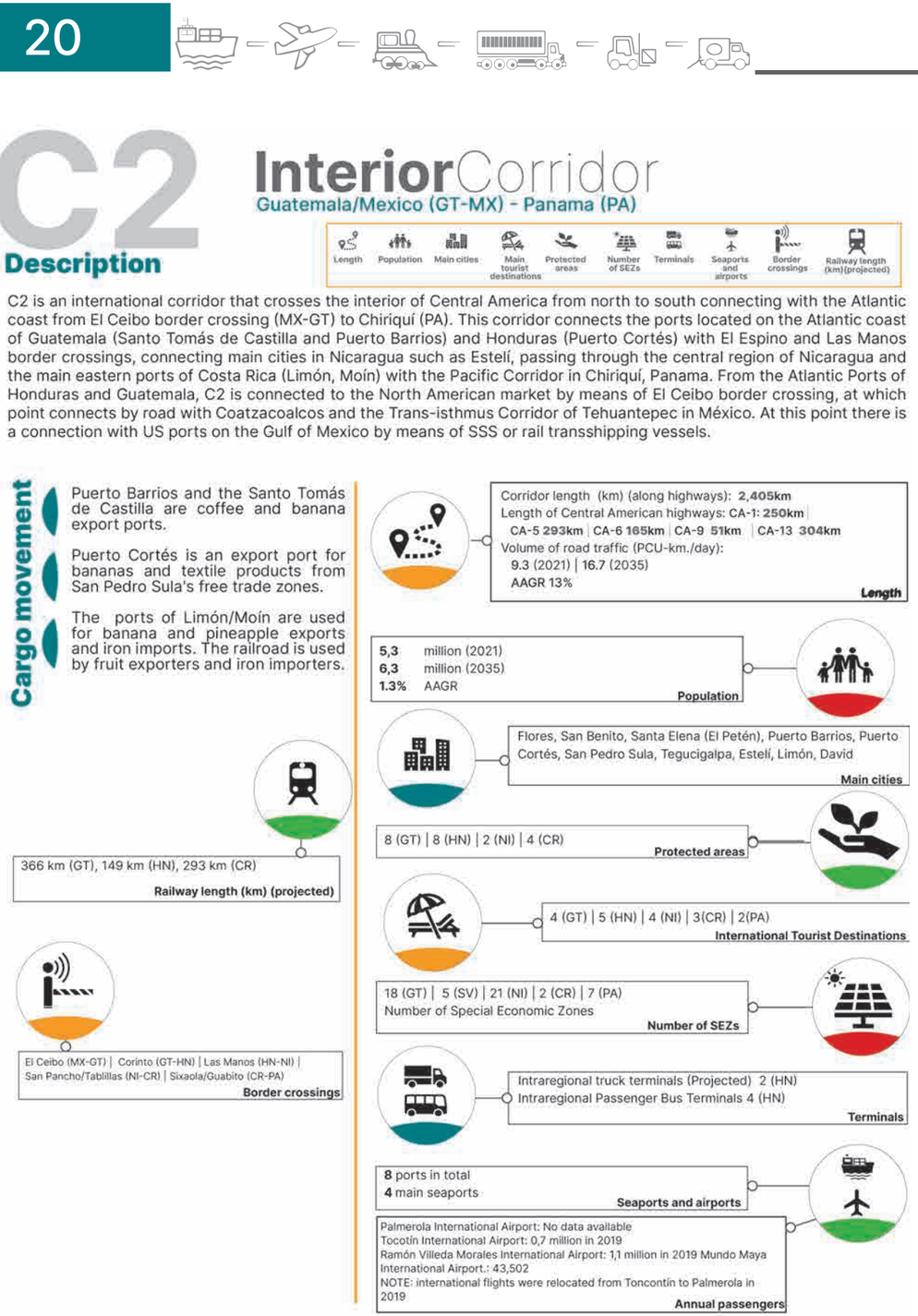


C2 InteriorCorridor

Guatemala/Mexico (GT-MX) - Panama (PA)

Description

C2 is an international corridor that crosses the interior of Central America from north to south connecting with the Atlantic coast from El Ceibo border crossing (MX-GT) to Chiriquí (PA). This corridor connects the ports located on the Atlantic coast of Guatemala (Santo Tomás de Castilla and Puerto Barrios) and Honduras (Puerto Cortés) with El Espino and Las Manos border crossings, connecting main cities in Nicaragua such as Estelí, passing through the central region of Nicaragua and the main eastern ports of Costa Rica (Limón, Moín) with the Pacific Corridor in Chiriquí, Panama. From the Atlantic Ports of Honduras and Guatemala, C2 is connected to the North American market by means of El Ceibo border crossing, at which point connects by road with Coatzacoalcos and the Trans-isthmus Corridor of Tehuantepec in México. At this point there is a connection with US ports on the Gulf of Mexico by means of SSS or rail transshipping vessels.



Infographic 2: C2 Datasheet.
Source: JST

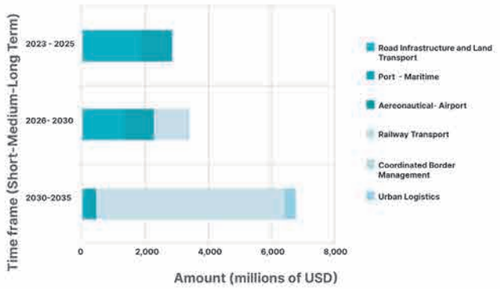
No.	Code	Country	Projects
1	VC03	CR	N35: Road Development: San Carlos: Sifón-Abundancia – Florencia Road section
2	VC08	CR	N32: Road Development: Y Griega Guápiles (Entr. R 4 y R 32)-Limón
3	VC09	CR	N35: Road Development: Tablillas - Florencia
4	VC12	CR	Muelle - Y Griega (Río Frío Intersection)
5	VC13	CR	Limón - Sixaola (road improvement, 8 main bridges + 4 bridges)
6	MC9	CR	Moín Port: Container terminal construction
7	RC2	CR	TELCA Project Phase 1 (Moín - TCM Japteva - Siquirres - Río Frío (Patio GAM Zona Norte))
8	RC3	CR	TELCA Project Phase 2 (Río Frío - Chilamate)
9	RC4	CR	TELCA Project Phase 3 (Chilamate - San Carlos de Muelle)
10	RC5	CR	TELCA Project Phase 2 (TCM JAPDEVA - Valle de la Estrella)
11	RC12	CR	Railway Rehabilitation (Cartago - Siquirres)
12	UC5	CR	Sixaola: Development of Logistics Activity Zone, LAZ
13	UC6	CR	Tablillas: Development of Logistics Activity Zone, LAZ
14	UC7	CR	Moín: Development of Logistics Activity Zone, LAZ
15	VG03	GT	RN-7: Road improvement Huehuetenango - Río Dulce
16	VG07	GT	CA-13: Road improvement at Entre Ríos border - Santo Tomás de Castilla Port
17	VG21	GT	CA-13: Road improvement at Melchor de Mencos border - Morales (Santo Tomás de Castilla Port)
18	VG23	GT	Santo Tomás de Castilla Bypass Road
19	MG5	GT	Expansion/Improvement of facilities at Santo Tomás de Castilla Port
20	MG6	GT	Development of Liquid & Solid Bulk Terminals in Santo Tomás de Castilla Port
21	MG7	GT	Construction of Cruise Terminal in Santo Tomás de Castilla Port
22	MG8	GT	Improvement of Access Navigation Channel and Basin in Santo Tomás de Castilla Port
23	MG9	GT	Puerto Barrios: Capacity expansion
24	RG5	GT	Railway Rehabilitation (Escuintla – Guatemala City)
25	RG6	GT	Railway Rehabilitation (Guatemala City - Zacapa - Los Amates - Morales - Entre Rios - Puerto Barrios)
26	RG8	GT	Railway development (Entre Ríos – Corinto customs)
27	VH01	HN	CA-5 N: Road Rehabilitation/Construction, Tegucigalpa - Puerto Cortés
28	VH06	HN	CA-6: Road Rehabilitation/Construction, Tegucigalpa – Danlí
29	VH08	HN	4 LPC4: CA-4 Chamelecón - La Entrada - Copán Ruinas - El Florido
30	VH10	HN	CA-5 and CA-13: Rehabilitation and Construction of Puerto Cortés access and exit bridges
31	VH11	HN	CA-5: Development of San Pedro Sula Bypass
32	VH17	HN	CA-4: Alternative road development to CA-4: Quimistán - Corinto
33	MH5	HN	Puerto Cortés: Expansion of Container Terminal
34	MH6	HN	Puerto Cortés: Improvement of Bulk Terminal
35	MH7	HN	Puerto Cortés: Improvement and Expansion
36	MH8	HN	Puerto Cortés: Establish a natural gas power generation plant
37	AH1	HN	Introduction of electronic air waybill
38	AH2	HN	Ramón Villeda Morales International Airport: Runway extension, passenger and cargo terminal expansion
39	AH3	HN	Ramón Villeda Morales International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
40	AH4	HN	Ramón Villeda Morales International Airport: T/A for improving the service quality of air cargo transport/handling operators
41	AH5	HN	Ramón Villeda Morales International Airport: T/A on airport operation & maintenance
42	RH1	HN	Container Port (dry port) at Potrerillos
43	RH2	HN	Rehabilitation of Railway in Honduras (San Pedro Sula - Puerto Cortés)
44	RH3	HN	Railway Development (Puerto Cortés – Corinto customs)
45	UH1	HN	San Pedro Sula: Truck Terminal Development
46	UH3	HN	San Pedro Sula Metropolitan Area: Urban Logistics Master Plan
47	UH5	HN	Puerto Cortés: Development of Logistics Activity Zone, LAZ
48	UH8	HN	San Pedro Sula: Development of Logistics Activity Zone, LAZ
49	VN08	NI	R_PR1: Road Construction: Nejapa - Ticuantepe - Tipitapa
50	VN09	NI	R_IW2: Improvement (Widening): León - Chinandega (NIC-12A)
51	VN13	NI	R_IR: Road Rehabilitation: Lovago - Pájaro Negro
52	VN18	NI	Rehabilitation of the Acoyapa-San Pancho section
53	VN19	NI	Rehabilitation of the Acoyapa-San Benito section
54	VN21	NI	Improvement of Road 26 (Telica - San Isidro)
55	VN27	NI	Juigalpa beltway
56	VN29	NI	Estelí beltway
57	VN31	NI	La Azucena - Boca de Sábalos
58	VN42	NI	Construction of the Sébaco ring road
59	VN43	NI	Rehabilitation of Black Bird-El Triunfo Junction
60	VN44	NI	Expansion of the Santa Fe - San Pancho Bridge
61	VN54	NI	Improvement of the Sébaco-Yalagüina section
62	VN55	NI	Improvement of Yalagüina-Las Manos and Ylagüina-El Espino
63	VN60	NI	Improvement of the Matagalpa-Jinotega-Condega cargo (3)
64	VP01	PA	N21/10/11: Rehabilitation of the Pan-American Highway Gualaca-Chiriquí Grande, Provinces of Chiriquí and Bocas del Toro
65	CCP2	CR/PA	Sixaola (CR) / Guabito (PA): Border Modernization
66	CNC2	NI/CR	San Pancho (NI) / Las Tablillas (CR): Border Modernization

Panama.

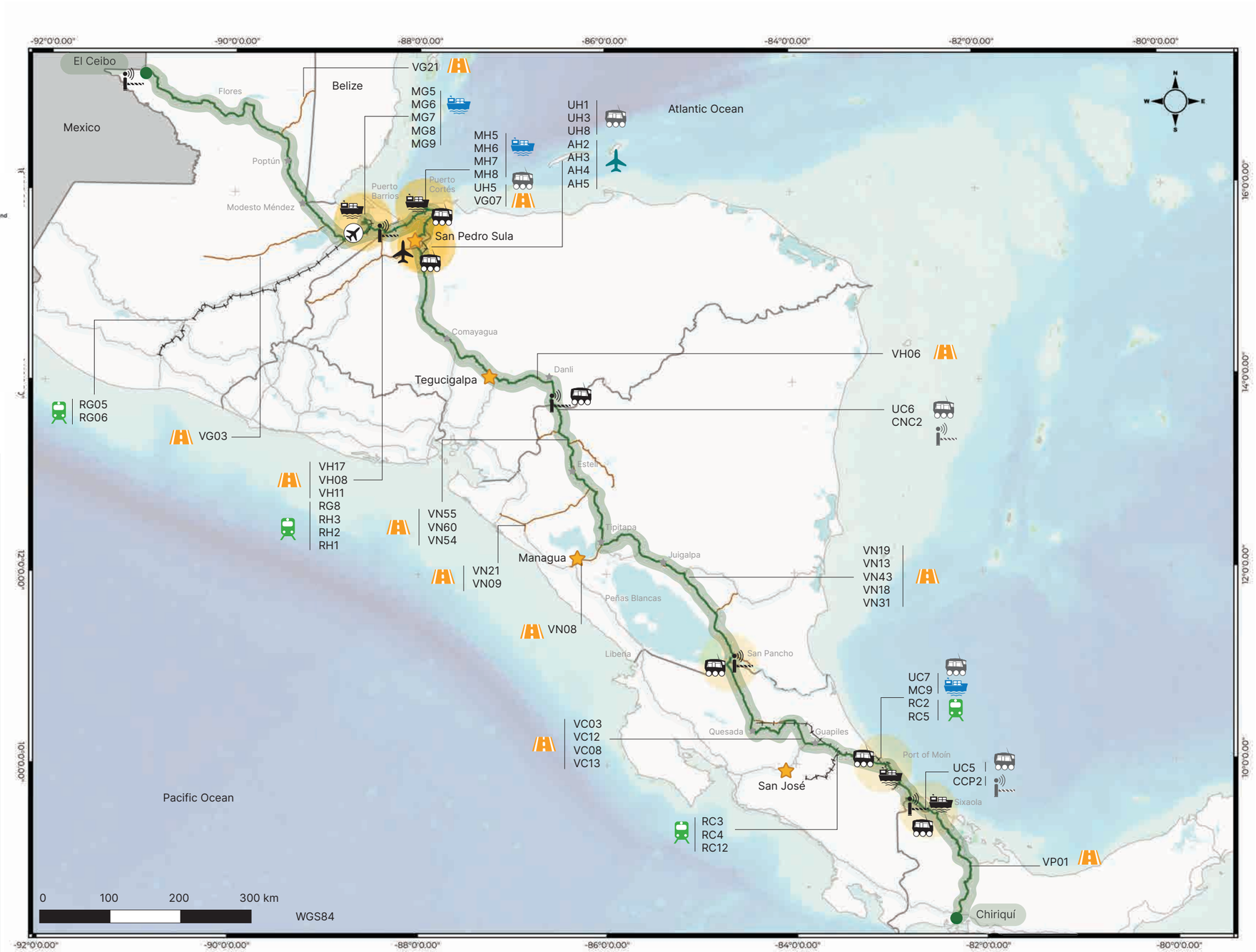
C2 Interior Corridor

Starts: El Ceibo border crossing (GT-MX)
Ends: Chiriquí (PA)
Section length: 2,405 km
Projects: 66
Map 4

Source: JST.



Graph 2: C2 Amount of investment.
Source: JST.



Legend

- Interior Corridor -C2-
- Other Logistic Corridors
- Road
- Railway
- Railway Transport
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Local Airport
- Urban Logistics
- Customs
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water

C3 Pan-American Corridor

El Salvador/Honduras (SV-HN)- Mexico/Guatemala (MX-GT)

Description

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

C3 is a trunk corridor which runs from El Amatillo border crossing (SV-HN) to La Mesilla border crossing (GT-MX) connecting with the Pacific Corridor in La Unión, El Salvador. The capital cities of both countries are located along the corridor, as well as Quetzaltenango in Guatemala and two of the largest cities of El Salvador, Santa Ana, and San Miguel.

Cargo movement

- Daily goods such as food preparations and agricultural products, including fruits and vegetables are transported in this corridor.
- Heavy cargo traffic travels through the main metropolitan areas of Guatemala City and San Salvador, as several factories and free zones are on the outskirts of both cities.
- Fresh and high value products such as flour and vegetables are exported from La Aurora International Airport.

Corridor length (km) (along highways): **793km**
Length of Central American highways:
CA-1: **638km** | CA-4 **8km** | CA-7 **17km** | CA-12 **3km**
Volume of road traffic (PCU-km./day):
3.8 (2021) | **6.4** (2035)
AAGR 12%
Length

6,3 million (2021)
6,9 million (2035)
0.7% AAGR
Population

Huehuetenango, Quetzaltenango, Ciudad de Guatemala, Santa Ana, San Salvador, San Miguel.
Main cities

8 (GT) | 3 (SV)
Protected areas

6 (GT) | 3 (SV)
International Tourist Destinations

7 (GT) | 9 (SV)
Number of Special Economic Zones
Number of SEZs

Intraregional truck terminals (Projected) 1 (SV)
Intraregional Passenger Bus Terminals 3 (GT) | 3 (SV)
Terminals

La Mesilla (MX-GT) | San Cristóbal (GT-SV) | Valle Nuevo / Las Chinamas (GT-SV) | Jeréz (GT) | Chalchuapa (SV) | El Amatillo (SV-HN)
Border crossings

N/D
Seaports and airports

N/D
Railway length (km) (projected)

Infographic 3: C3 Datasheet.
Source: JST

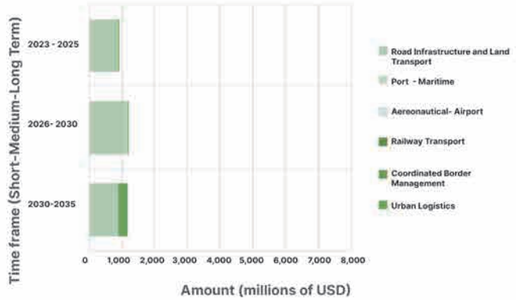
No.	Code	Country	Projects
1	VS06	SV	RN-13 W: Road Widening, Ahuachapán - Santa Ana (Escalante Bridge – Atiquizaya section)
2	VS11	SV	CA-1 E: San Miguel bypass
3	VS13	SV	CA-1 E: Expansion to 4 lanes El Sirama - El Amatillo: Sirama (La Unión) – Pasaquina section
4	VS14	SV	CA-1 E: Expansion to 4 lanes Sirama-El Amatillo: Pasaquina - El Amatillo section (10 km)
5	VS15	SV	CA-1 W and RN-7 N: Sitio del Niño Overpass
6	VS17	SV	CA-12 N: Enhancement of Acajutla-Anguiatú axis (expansion of Primary road Sonsonate- Anguiatú), Sonsonate - Santa Ana section
7	VS18	SV	CA-8 W: Sacacoyo Overpass
8	VS22	SV	CA-1 W: Road Widening, San Cristóbal – Santa Ana
9	VS23	SV	CA-1 E: Road Widening, San Vicente - Rio Lempa (Cuscatlán bridge)
10	VS25	SV	CA-1 E: Road Widening, Cuscatlán bridge in Río Lempa - San Miguel
11	VS26	SV	CA-7 N and RN-18 E: Road Widening, San Miguel - Pasaquina
12	VS28	SV	San Salvador western ring road development
13	VS29	SV	San Salvador southern ring road development
14	VS30	SV	CA-1 E: Expansion to 4 lanes, Eastern exit from San Miguel to Sirama (36 km)
15	VS33	SV	RN-8 N and CA-4 N: Highway rehabilitation San Rafael Cedros - Sensuntepeque - La Integración bridge (Honduras border) (72 km)
16	VS35	SV	RN-14 S: Road enhancement El Triunfo (CA-1 E) - Santiago de María - Usulután (CA-2 E)
17	VS37	SV	USU09S and USU25N: Construction of complementary transversal road Mercedes Umaña -Berlin- CA-2 E
18	US1	SV	San Salvador: Truck Terminal Development
19	US2	SV	San Salvador Metropolitan Area: Urban Logistics Master Plan
20	US3	SV	El Amatillo: Development of Logistics Activity Zone, LAZ
21	VG01	GT	CA-1 E: Barberena - El Molino - Valle Nuevo: Road Improvement
22	VG04	GT	Metropolitan Ring: Construction of connection CA-1 E – CA-9 S
23	VG09	GT	CA-1 W: Ciudad de Guatemala- Cuatro Caminos and RN-1 Cuatro Caminos Quetzaltenango
24	VG22	GT	RN-9 N/ CITO 180: Gracias a Dios border - Quetzaltenango - Pacific Corridor (CA-1) Road Improvement
25	VG27	GT	CA-1: Rehabilitation Section: La Mesilla - Huehuetenango
26	VG28	GT	CA-1: Rehabilitation Section: Jutiapa/Santa Rosa border - Quesada
27	AG3	GT	La Aurora International Airport: F/S on enhancement of logistics automation equipment/procedure (storage)
28	AG4	GT	La Aurora International Airport: Rehabilitation of equipment/ procedure of cargo warehouse
29	AG5	GT	La Aurora International Airport: T/A of airport operation (Facility maintenance, ground handling, cargo management, Institution, etc.)
30	CG2	GT	La Mesilla (GT-MX): border modernization
31	UG1	GT	Guatemala City: Truck Terminal Development
32	UG2	GT	Guatemala Metropolitan Area: Urban Logistics Master Plan
33	UG4	GT	Guatemala City: Development of Logistics Activity Zone, LAZ
34	UH7	HN	La Alianza - Goascorán: Development of Logistics Activity Zone, LAZ
35	CGS3	GT/SV	San Cristóbal (GTM-SLV): Border Modernization
36	CSH1	SV/HN	El Amatillo (SV-HN): Border crossing modernization (single window)

Border crossing. El Amatillo, El Salvador.

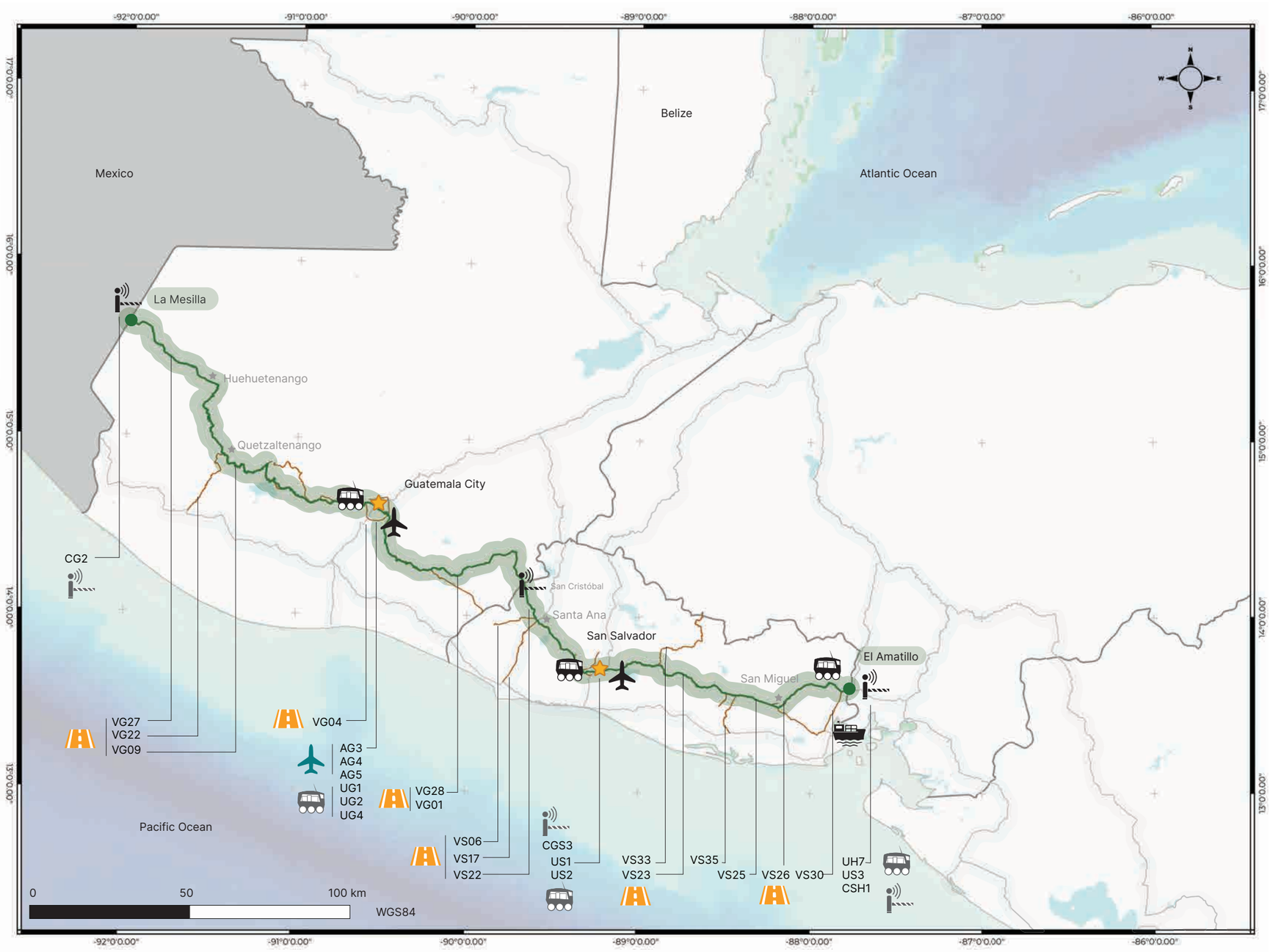
C3 Pan-American Corridor

Starts: El Amatillo Border Crossing (SV-HN)
Ends: La Mesilla Border Crossing (MX-GT)
Longitud del tramo: 793 km
Projects: 36
Map 5

Fuente: JST.



Graph 3: C3 Amount of investment.
Source: JST.



Legend

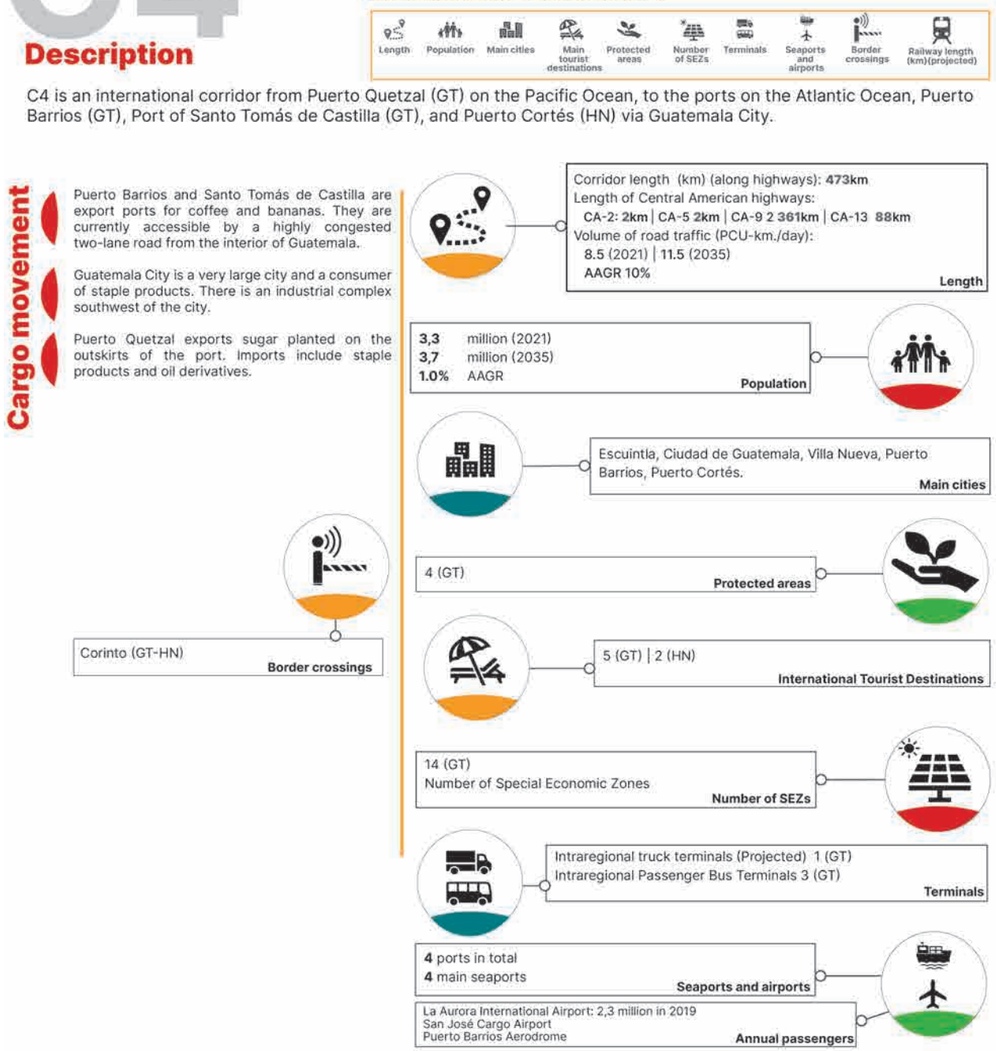
- Panamerican Corridor -C3-
- Other Logistic Corridors
- Highway
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Urban Logistics
- Customs
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water

C4 Interoceanic Corridor

Guatemala (GT)- Honduras (HN)

Description

C4 is an international corridor from Puerto Quetzal (GT) on the Pacific Ocean, to the ports on the Atlantic Ocean, Puerto Barrios (GT), Port of Santo Tomás de Castilla (GT), and Puerto Cortés (HN) via Guatemala City.



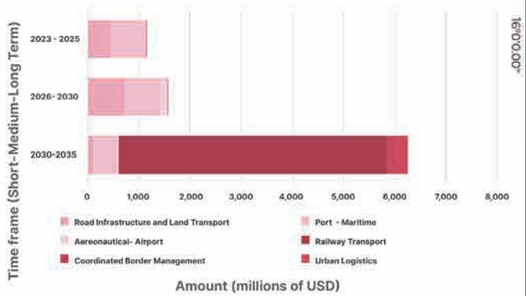
Infographic 4: C4 Datasheet.
Source: JST

No.	Code	Country	Projects
1	VG04	GT	Metropolitan Ring: Construction of connection CA-1 E – CA-9 S
2	VG06	GT	CA-9 N: El Rancho – Santo Tomás de Castilla Port, Road Improvement
3	VG07	GT	CA-13: Entre Rios border – Santo Tomás de Castilla Port, Road Improvement
4	VG13	GT	CA-9 S: Guatemala City - Palín - Escuintla. Escuintla - Puerto Quetzal
5	VG16	GT	C-50 road development to 4 lanes (Dry Corridor)
6	VG21	GT	CA-13: Melchor de Mencos border - Morales (Santo Tomas de Castilla Port), Road Improvement
7	VG25	GT	CA-14: Road improvement Flores - Cobán - Salamá - El Rancho
8	MG1	GT	Puerto Quetzal: Improvement of Commercial Terminal
9	MG2	GT	Puerto Quetzal: Deepening of Port Waters
10	MG3	GT	Puerto Quetzal: Development of Container Terminal (Phase II)
11	MG4	GT	Puerto Quetzal: Development of land behind the Port Area
12	MG5	GT	Expansion/Improvement of facilities at Santo Tomás de Castilla Port
13	MG6	GT	Development of Liquid & Solid Bulk Terminals in Santo Tomás de Castilla Port
14	MG7	GT	Construction of Cruise Terminal in Santo Tomás de Castilla Port
15	MG8	GT	Improvement of Access Navigation Channel and Basin in Santo Tomás de Castilla Port
16	MG9	GT	Puerto Barrios: Capacity expansion
17	AG1	GT	San José Domestic Airport: Runway extension for operation of CODE D/E aircraft, Installation of Free Zone
18	AG2	GT	San José Domestic Airport: Airport expansion (airside and terminal facility and equipment)
19	AG4	GT	La Aurora International Airport: Rehabilitation of equipment/ procedure of cargo warehouse
20	RG4	GT	Railway Rehabilitation (Escuintla - Puerto Quetzal)
21	RG5	GT	Railway Rehabilitation (Escuintla – Guatemala City)
22	RG6	GT	Railway Rehabilitation (Guatemala City - Zacapa - Los Amates - Morales - Entre Ríos - Puerto Barrios)
23	RG8	GT	Railway development (Entre Ríos – Corinto customs)
24	UG1	GT	Guatemala City: Truck Terminal Development
25	UG2	GT	Guatemala Metropolitan Area: Urban Logistics Master Plan
26	UG3	GT	Santo Tomás de Castilla Port/Puerto Barrios: Development of Logistics Activity Zone, LAZ
27	UG4	GT	Guatemala City: Development of Logistics Activity Zone, LAZ
28	UG5	GT	Puerto Quetzal: Development of Logistics Activity Zone, LAZ
29	VH10	HN	CA-5 and CA-13: Rehabilitation and Construction of Puerto Cortés access and exit bridges
30	VH17	HN	CA-4: Alternative Road development to CA-4: Quimistán - Corinto
31	MH5	HN	Puerto Cortés: Expansion of Container Terminal
32	MH6	HN	Puerto Cortés: Improvement of Bulk Terminal
33	MH7	HN	Puerto Cortés: Improvement and Expansion
34	MH8	HN	Puerto Cortés: Establish a natural gas power generation plant
35	RH3	HN	Railway development (Puerto Cortés – Corinto customs)
36	UH5	HN	Puerto Cortés: Development of Logistics Activity Zone, LAZ

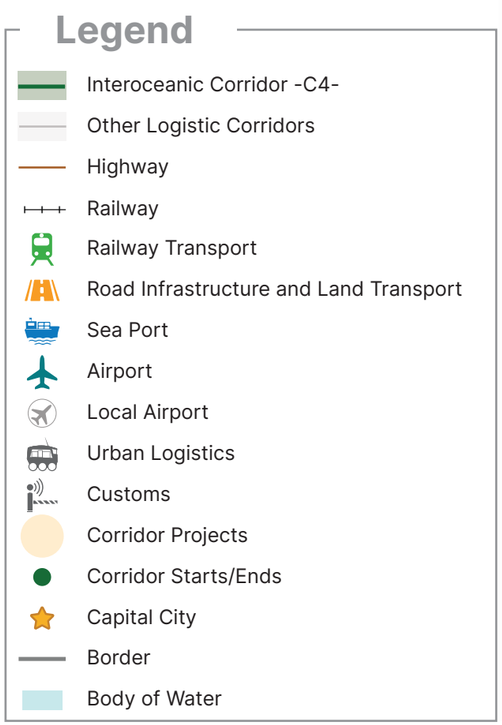
Puerto Quetzal, Guatemala.

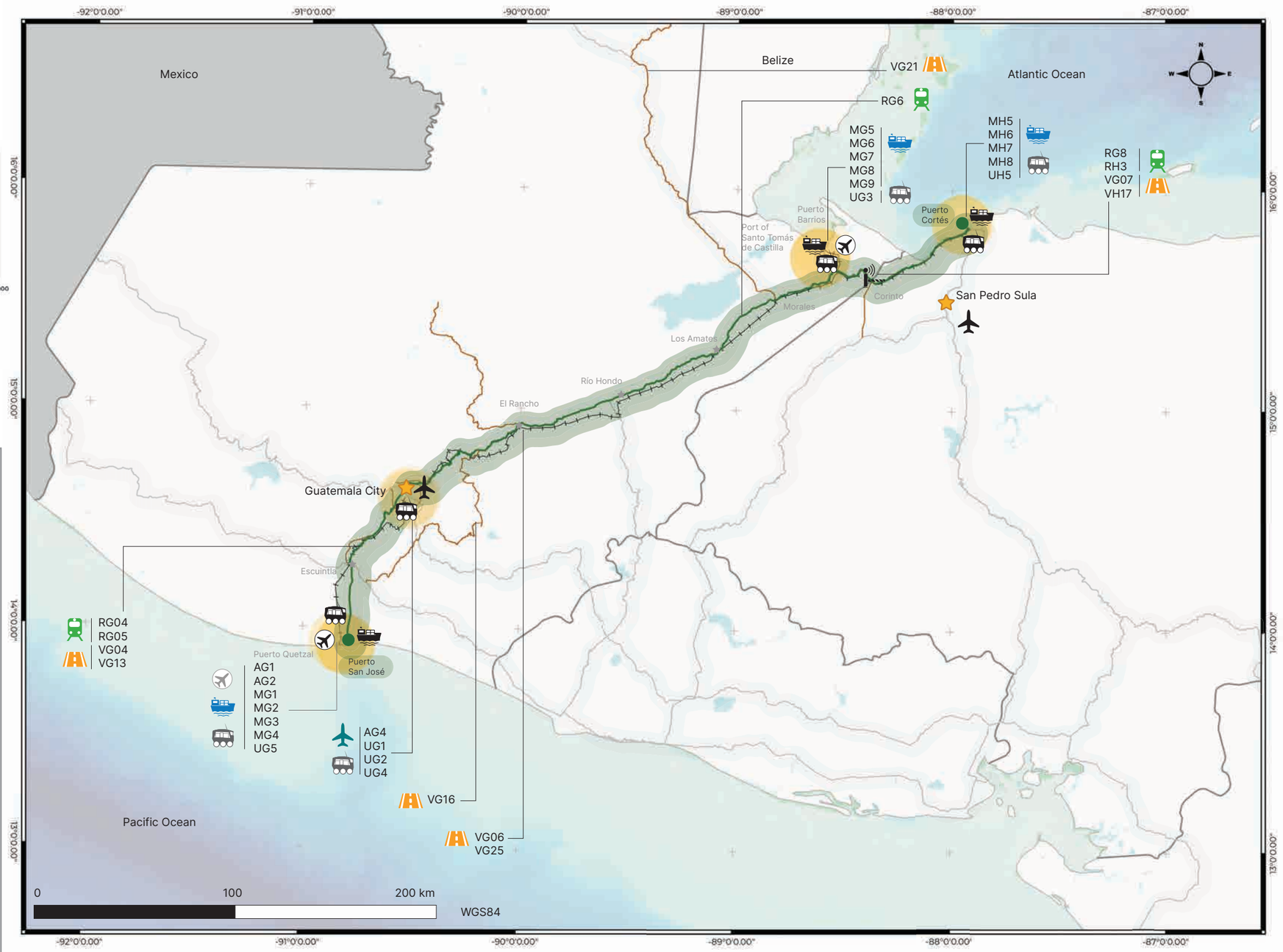
C4 Interoceanic Corridor

Starts: Puerto Quetzal (GT)
End: Puerto Cortés (HN)
Section length: 473 km
Projects: 36
Map 6
Source: JST.



Graph 4: C4 Amount of investment.
Source: JST.





C5 Interoceanic Corridor

El Salvador (SV)- Honduras (HN)

Description

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

C5 is an international corridor connecting the Port of Acajutla (SV) in the Pacific Corridor with Puerto Cortés (HN) on the Interior Corridor through the border crossing post of El Poy (SV – HN).

Cargo movement

The Port of Acajutla exports sugar from neighboring areas and imports cereals and oil derivatives.

Puerto Cortés is a port specializing in exports of bananas and textile products from free zones and connects with the Port of Acajutla by road.

There are multiple textiles industries on the outskirts of San Salvador and San Pedro Sula.

Corridor length (km) (along highways): **523km**
Length of Central American highways:
CA-1: **4km** | CA-2 **81km** | CA-4 **368km** | CA-5 **64km** | CA-11 **40km** | CA-12 **3km** | CA-13 **2km**
Volume of road traffic (PCU-km./day):
2.5 (2021) | 5.2 (2035)
AAGR 15%
Length

3,4 million (2021)
3,7 million (2035)
1.0% AAGR
Population

San Salvador, San Pedro Sula
Main cities

1 (SV) | 4 (HN)
Protected areas

4 (SV) | 4 (HN)
International Tourist Destinations

4 (SV) | 10 (HN)
Number of Special Economic Zones
Number of SEZs

Intraregional Truck Terminals (Projected)
1 (SV) | 1(HN)
Intraregional Passenger Bus Terminals
3 (SV) | 1 (HN)
Terminals

3 ports in total
2 main seaports
Seaports and airports

San Óscar Arnulfo Romero y Galdámez International Airport:
3,7 million in 2019
Ramón Villeda Morales International Airport:
1,1 million in 2019
Annual passengers

El Poy (SV-HN)
Border crossings

92km (SV) | 50 km (HN)
Railway length (km) (projected)

Infographic 5: C5 Datasheet.
Source: JST

No.	Code	Country	Projects
1	VS09	SV	CA-2: Expansion of corridor to 4 lanes or third lane, Comalapa - Acajutla section (56 Km)
2	VS10	SV	CA-2 Eastern section road: La Libertad Bypass
3	VS16	SV	CA-4 N: Bypass West Apopa
4	VS19	SV	CA-4 N: Expansion to 4 lanes Troncal del Norte Apopa section - El Poy Border (82 Km)
5	VS29	SV	San Salvador southern ring road development
6	MS1	SV	Port of Acajutla: Development
7	RS2	SV	Railway Rehabilitation (San Salvador - San Juan Opico - Sonsonate - Acajutla)
8	US1	SV	San Salvador: Truck Terminal Development
9	US2	SV	San Salvador Metropolitan Area: Urban Logistics Master Plan
10	US4	SV	Port of Acajutla: Development of Logistics Activity Zone, LAZ
11	VH04	HN	CA-4: Santa Rosa de Copán - Nueva Ocotepeque / Nueva Ocotepeque - El Poy / CA-10: Nueva Ocotepeque - Agua Caliente
12	VH08	HN	CA-4 4 LPC4: CA-4 Chamelecón - La Entrada - Copán Ruinas - El Florido
13	VH10	HN	CA-5 and CA-13: Rehabilitation and Construction of Puerto Cortés access and exit bridges
14	VH11	HN	CA-5: Development of San Pedro Sula Bypass
15	VH17	HN	CA-4: Alternative Road development to CA-4: Quimistán - Corinto
16	MH5	HN	Puerto Cortés: Expansion of Container Terminal
17	MH6	HN	Puerto Cortés: Improvement of Bulk Terminal
18	MH7	HN	Puerto Cortés: Improvement and Expansion
19	MH8	HN	Puerto Cortés: Establish a natural gas power generation plant
20	AH1	HN	Introduction of electronic air waybill
21	AH2	HN	Ramón Villeda Morales International Airport: Runway extension, passenger and cargo terminal expansion
22	AH3	HN	Ramón Villeda Morales International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
23	AH4	HN	Ramón Villeda Morales International Airport: T/A for improving the service quality of air cargo transport/handling operators
24	AH5	HN	Ramón Villeda Morales International Airport: T/A on airport operation & maintenance
25	RH2	HN	Rehabilitation of Railway in Honduras (San Pedro Sula - Puerto Cortés)
26	UH1	HN	San Pedro Sula: Truck Terminal Development
27	UH3	HN	San Pedro Sula Metropolitan Area: Urban Logistics Master Plan
28	UH5	HN	Puerto Cortés: Development of Logistics Activity Zone, LAZ
29	UH8	HN	San Pedro Sula: Development of Logistics Activity Zone, LAZ
30	CGS2	GT/SV	La Ermita (GT) / Anguiatú (SV): Border Modernization (OSBP)
31	CSH2	SV/HN	El Poy: Border modernization

Port of Acajutla, El Salvador.

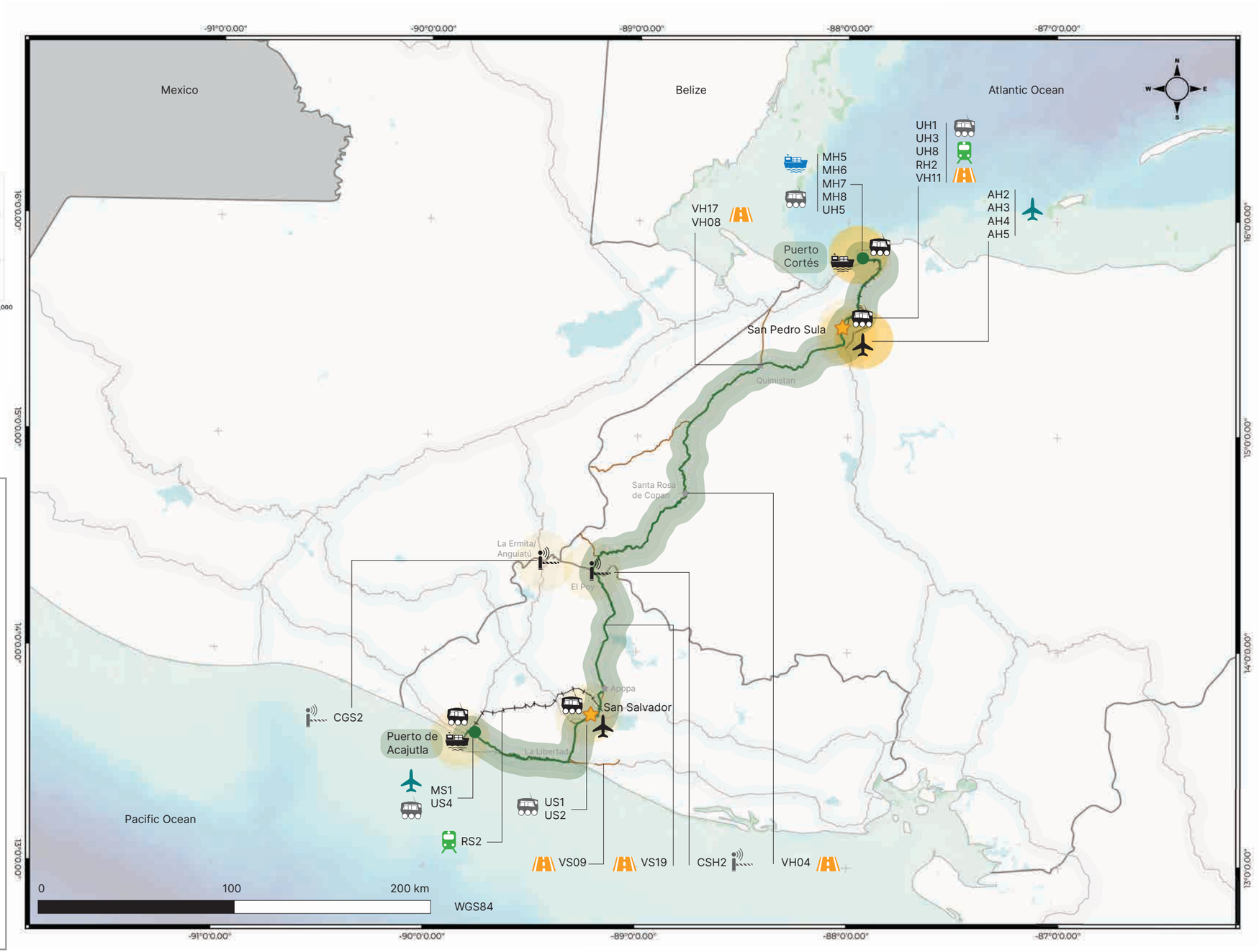
C5 Interoceanic Corridor

Starts: Puerto de Acajutla (SV)
Ends: Puerto Cortés (HN)
Section Length: 523 km
Projects: 31
Map 7
Source: JST.

Graph 5: C5 Amount of investment.
Source: JST.

Legend

- Interoceanic Corridor -C5-
- Other Logistic Corridors
- Highway
- Railway
- Railway Transport
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Urban Logistics
- Customs
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water

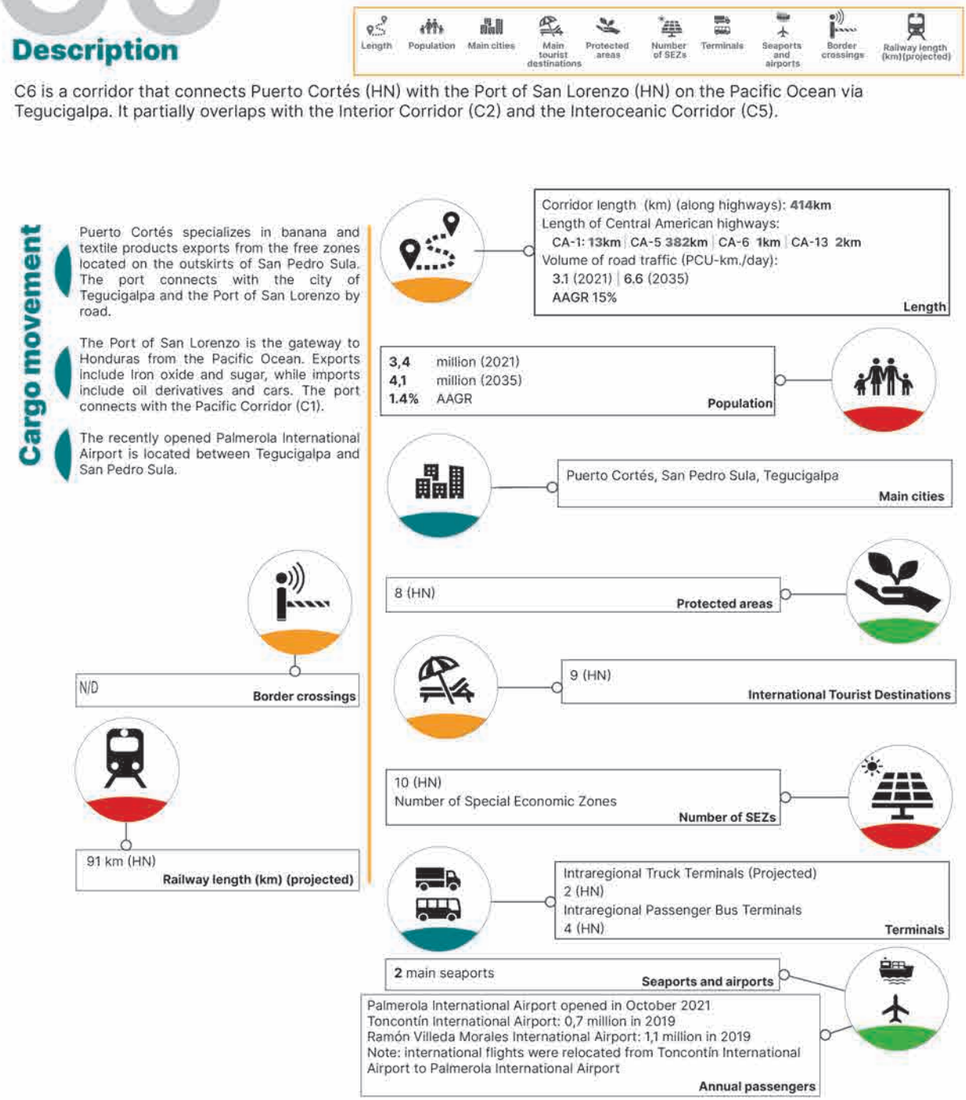


C6 Interoceanic Corridor

Honduras (HN)

Description

C6 is a corridor that connects Puerto Cortés (HN) with the Port of San Lorenzo (HN) on the Pacific Ocean via Tegucigalpa. It partially overlaps with the Interior Corridor (C2) and the Interoceanic Corridor (C5).



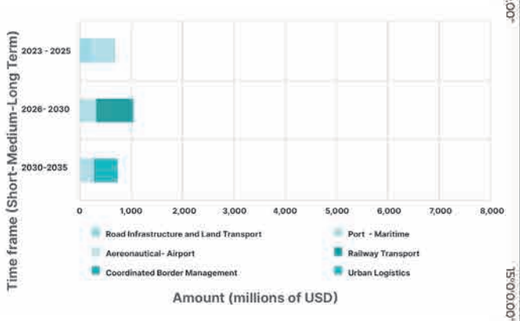
Infographic 6: C6 Datasheet.
Source: JST

No.	Code	Country	Projects
1	VH01	HN	CA-5 N: Road Rehabilitation/Construction, Tegucigalpa - Puerto Cortés
2	VH10	HN	CA-5 and CA-13: Rehabilitation and Construction of Puerto Cortés access and exit bridges
3	VH11	HN	CA-5: Development of San Pedro Sula Bypass
4	MH1	HN	Expansion of San Lorenzo Port
5	MH5	HN	Puerto Cortés: Expansion of Container Terminal
6	MH6	HN	Puerto Cortés: Improvement of Bulk Terminal
7	MH7	HN	Puerto Cortés: Improvement and Expansion
8	MH8	HN	Puerto Cortés: Establish a natural gas power generation plant
9	AH1	HN	Introduction of electronic air waybill
10	AH2	HN	Ramón Villeda Morales International Airport: Runway extension, passenger and cargo terminal expansion
11	AH3	HN	Ramón Villeda Morales International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
12	AH4	HN	Ramón Villeda Morales International Airport: T/A for improving the service quality of air cargo transport/handling operators
13	AH5	HN	Ramón Villeda Morales International Airport: T/A on airport operation & maintenance
14	RH1	HN	Container Port (dry port) at Potrerillos
15	RH2	HN	Rehabilitation of Railway in Honduras (San Pedro Sula - Puerto Cortés)
16	UH1	HN	San Pedro Sula: Truck container development
17	UH2	HN	Tegucigalpa: Truck container development
18	UH3	HN	San Pedro Sula Metropolitan Area: Urban Logistics Master Plan
19	UH4	HN	Tegucigalpa Metropolitan Area: Urban Logistics Master Plan
20	UH5	HN	Puerto Cortés: Development of Logistics Activity Zone, LAZ
21	UH6	HN	La Barca: Development of Logistics Activity Zone, LAZ
22	UH8	HN	San Pedro Sula: Development of Logistics Activity Zone, LAZ
23	UH9	HN	Tegucigalpa: Development of Logistics Activity Zone, LAZ

Omoa, Cortés, Honduras.

C6 Interoceanic Corridor

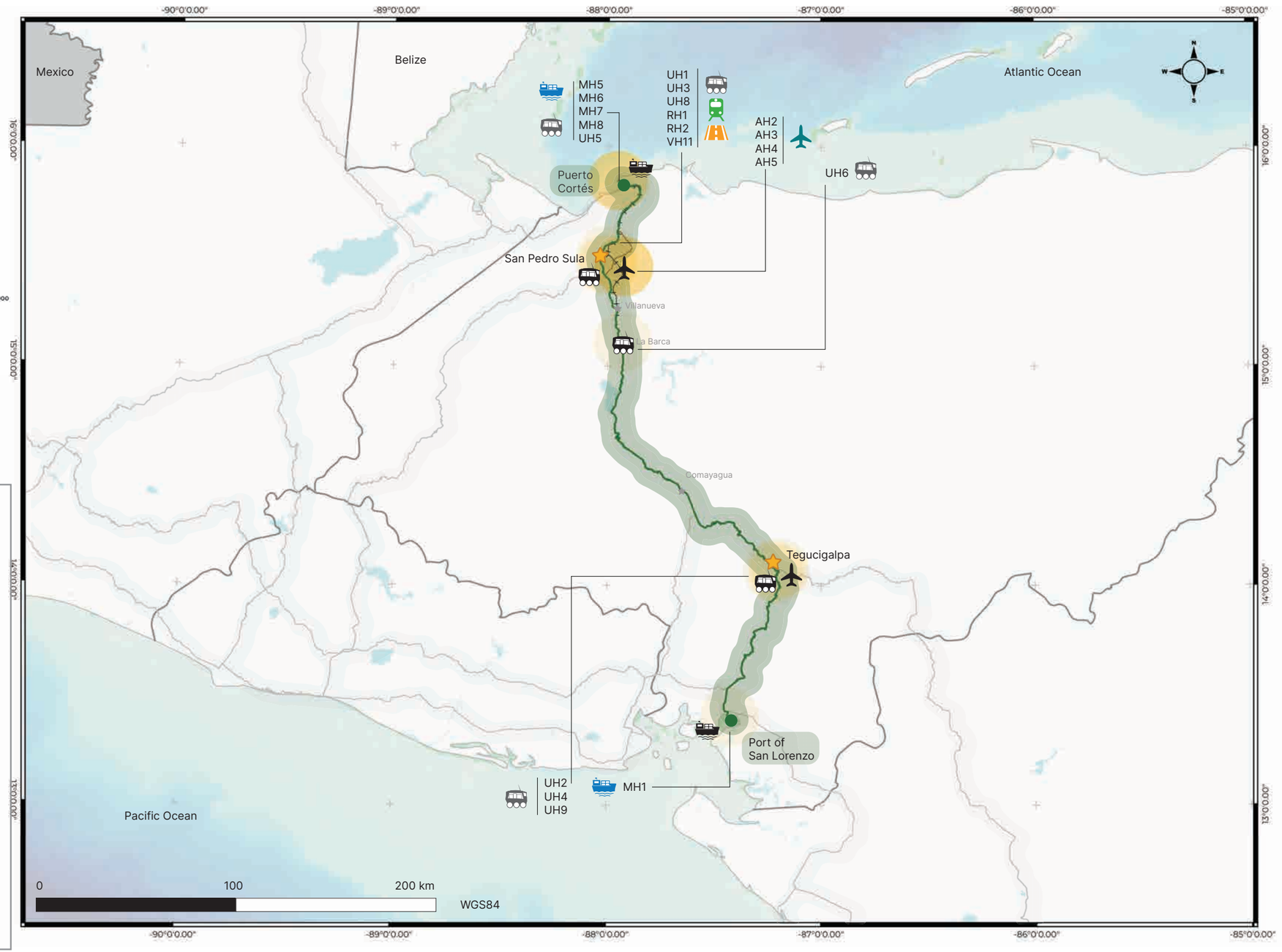
Stars: Port of San Lorenzo (HN)
Ends: Puerto Cortés (HN)
Section length: 414 km
Projects: 23
Maps 8
Source: JST.



Graph 6: C6 Amount of investment.
Source: JST.

Legend

- Interoceanic Corridor HN -C6-
- Other Logistic Corridors
- Highway
- Railway
- Railway Transport
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Urban Logistics
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water



C7 Interoceanic Corridor

El Salvador (SV) - Honduras (HN)

Description

C7 is a corridor that connects Puerto Cortés (HN) and Port of La Unión (SV) in the Pacific Corridor through the newly developed Dry Corridor in Honduras.

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

Cargo movement

Puerto Cortés is an export port for bananas and textile products coming from the free trade zone. It is currently connected by road to Tegucigalpa, Jícaro Galán, towards the Amatillo border and Port of La Unión.

Port of San Lorenzo, the entry and exit gate of Honduras to the Pacific Ocean, serves as a base for the export of iron oxide and sugar, as well as for the import of oil derivatives and automobiles. It is connected to the Pacific Corridor (C1).

A logistics corridor with a 4-lane highway has been opened. It connects Palmerola International Airport and the Pacific Corridor

Port of La Unión is an important infrastructure project on the Pacific coast of El Salvador where efforts are underway to activate it.

Corridor length (km) (along highways): **385km**
Length of Central American highways:
CA-1: 36km | CA-2 6km | CA-5 231km | CA-13 2km
Volume of road traffic (PCU-km./day):
2.8 (2021) | **6.0** (2035)
AAGR 15%
Length

2,1 million (2021)
2,6 million (2035)
1.5% AAGR
Population

San Pedro Sula, La Unión
Main cities

5 (HN)
Protected areas

2 (SV), 4 (HN)
International Tourist Destinations

1(SV), 10(HN)
Number of Special Economic Zones
Number of SEZs

Intraregional Truck Terminals (Projected)
1 (HN)
Intraregional Passenger Bus Terminals
1 (HN)
Terminals

El Amatillo (SV-HN)
Border crossings

2 main seaports
Seaports and airports

Palmerola International Airport opened in October 2021
No data statistical available.
Ramón Villeda Morales International Airport: 1,1 million in 2019
Aeropuerto del Pacífico in La Unión, El Salvador. (Construction project)
Annual passengers

41 km (HN)
Railway length (km) (projected)

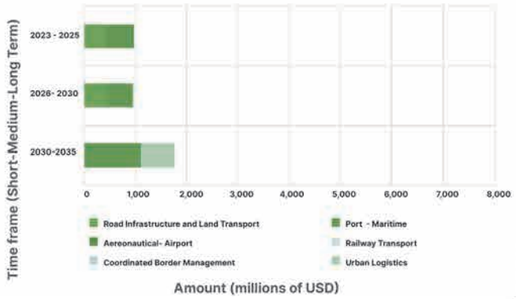
Infographic 7: C7 Datasheet.
Source: JST

No.	Code	Country	Projects
1	VS01	SV	La Unión Port: Modernization of Access Road
2	VS12	SV	New layout El Delirio-El Carmen (Opening of intersection CA-2 with CA-1)
3	VS13	SV	CA-1 E: Expansion to 4 lanes Sirama-El Amatillo: Sirama (La Unión) – Pasaquina section
4	VS14	SV	CA-1 E: Expansion to 4 lanes Sirama-El Amatillo: Pasaquina - El Amatillo section (10 km)
5	VS30	SV	CA-1 E: Expansion to 4 lanes, Eastern exit from San Miguel to Sirama (36 km)
6	MS2	SV	La Unión Port: Development
7	US3	SV	El Amatillo: Development of Logistics Activity Zone, LAZ
8	VH01	HN	CA-5 N: Road Rehabilitation/Construction, Tegucigalpa - Puerto Cortés
9	VH10	HN	CA-5 and CA-13: Rehabilitation and Construction of Puerto Cortés access and exit bridges
10	VH11	HN	CA-5: Development of San Pedro Sula Bypass
11	VH18	HN	RN-112: Upgrading Safety on Dry Canal (fences, pedestrian crossing facilities, street lights, etc.)
12	MH2	HN	Amapala Port: Construction of New Port
13	MH5	HN	Puerto Cortés: Expansion of Container Terminal
14	MH6	HN	Puerto Cortés: Improvement of Bulk Terminal
15	MH7	HN	Puerto Cortés: Improvement and Expansion
16	MH8	HN	Puerto Cortés: Establish a natural gas power generation plant
17	AH1	HN	Introduction of electronic air waybill
18	AH2	HN	Ramón Villeda Morales International Airport: Runway extension, passenger and cargo terminal expansion
19	AH3	HN	Ramón Villeda Morales International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
20	AH4	HN	Ramón Villeda Morales International Airport: T/A for improving the service quality of air cargo transport/ handling operators
21	AH5	HN	Ramón Villeda Morales International Airport: T/A on airport operation & maintenance
22	RH1	HN	Container Port (dry port) at Potrerillos
23	UH1	HN	San Pedro Sula: Truck Terminal Development
24	UH3	HN	San Pedro Sula Metropolitan Area: Urban Logistics Master Plan
25	UH5	HN	Puerto Cortés: Development of Logistics Activity Zone, LAZ
26	UH6	HN	La Barca: Development of Logistics Activity Zone, LAZ
27	UH7	HN	La Alianza - Goascorán: Development of Logistics Activity Zone, LAZ
28	UH8	HN	San Pedro Sula: Development of Logistics Activity Zone, LAZ
29	CSH1	SV/HN	El Amatillo (SV-HN): Border crossing modernization (single window)

Port of La Unión, El Salvador.

C7 Interoceanic Corridor

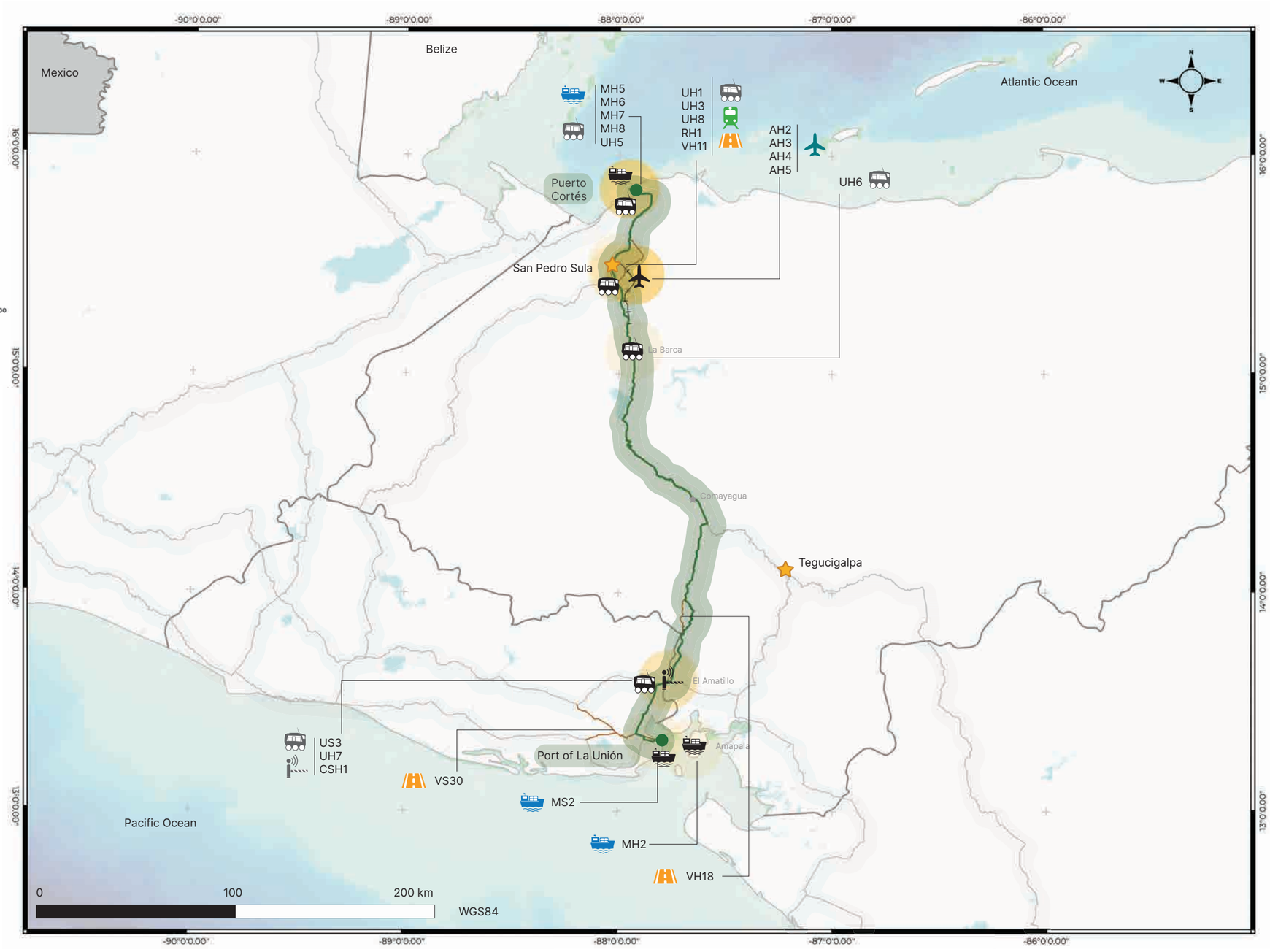
Stars: Port of La Unión (SV)
Ends: Puerto Cortés (HN)
Section length: 385 km
Projects: 29
Map 9
Source: JST.



Graph 7: C7 Amount of Investment.
Source: JST.

Legend

- Interoceanic Corridor -C7-
- Other Logistic Corridors
- Highway
- Railway
- Railway Transport
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Urban Logistics
- Customs
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water



C8 Interoceanic Corridor

El Salvador (SV) - Guatemala (GT)

Description

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

The C8 is an international corridor that connects the Port of Santo Tomás de Castilla (GT) and the Port of Acajutla (SV) via the Anguiatú border crossing; it partially overlaps with the C4 interoceanic corridor.

Cargo movement

Sugar is exported from the surrounding areas through the Port of Acajutla, and fuels and cereals are imported.

Bananas and nickel are exported through the Port of Santo Tomás de Castilla, and chemical products and fuels are imported.

Puerto Barrios is a private banana export port.

There are several textile factories (maquilas) in the outskirts of San Salvador; textile products are exported to the United States via the Anguiatú / La Ermita border crossing.

El Salvador does not have a port on the Atlantic coast, so it uses the Port of Santo Tomás de Castilla and Puerto Barrios in Guatemala to mobilize its foreign trade to Europe and the East Coast of the United States.

Corridor length (km) (along highways): **374km**
Length of Central American highways: CA-2: **3km** | CA-8 **2km** | CA-9 **160km** | CA-10 **72km** | CA-12 **132km**
Volume of road traffic (PCU-km./day):
4.7 (2021) | **7.3** (2035)
AAGR 11%
Length

0,9 million (2021)
0,9 million (2035)
0.5% AAGR
Population

Santa Ana, Puerto Barrios
Main cities

2 (GT)
Protected areas

6 (GT), 3 (SV)
International Tourist Destinations

6 (GT), 8(SV)
Número de Zonas Económicas Especiales
Number of SEZs

N/D
Intraregional Truck Terminals (Projected)
N/D
Intraregional Passenger Bus Terminals
Terminals

3 ports en total
3 main seaports
Seaports and airports

Anguiatú / La Ermita (SV/GT)
Border crossings

282 km (GT), 92 km (SV)
Railway length (km) (projected)

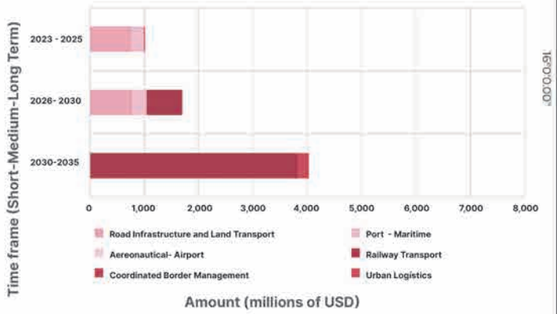
Infographic 8: C8 Datasheet.
Source: JST

No.	Code	Country	Projects
1	VS05	SV	CA-2 W: Road Widening, La Hachadura - Acajutla (CA-12 S in part)
2	VS09	SV	CA-2: Expansion of corridor to 4 lanes or third lane, Comalapa - Acajutla section (56 Km)
3	VS17	SV	CA-12 N: Enhancement of Acajutla-Anguiatú axis (expansion of Primary road Sonsonate- Anguiatú), Sonsonate - Santa Ana section
4	VS27	SV	CA-12 N: Road Widening, Santa Ana - Anguiatú
5	VS31	SV	Sonsonate Northwest Bypass (CA-8 W)
6	MS1	SV	Acajutla Port: development
7	RS2	SV	Railway Rehabilitation (San Salvador - San Juan Opico - Sonsonate - Acajutla)
8	US4	SV	Acajutla Port: Development of Logistics Activity Zone, LAZ
9	VG07	GT	CA-13: Road Improvement, Entre Rios border – Santo Tomás de Castilla Port
10	VG14	GT	CA-12 Padre Miguel - Anguiatú (El Salvador border)
11	VG23	GT	Santo Tomas de Castilla Bypass Road
12	VG24	GT	CA-10 Road improvement Río Hondo - Padre Miguel / CA-11: El Florido border – Bioceanic Corridor (CA-9)
13	VG29	GT	CA-10: Rehabilitation Section: Santa Elena - Santa Teresa
14	MG5	GT	Expansion/Improvement of facilities at Santo Tomás de Castilla Port
15	MG6	GT	Development of Liquid & Solid Bulk Terminals in Santo Tomás de Castilla Port
16	MG7	GT	Construction of Cruise Terminal in Santo Tomás de Castilla Port
17	MG8	GT	Improvement of Access Navigation Channel and Basin in Santo Tomás de Castilla Port
18	MG9	GT	Puerto Barrios: Capacity expansion
19	RG6	GT	Railway Rehabilitation (Guatemala City - Zacapa - Los Amates - Morales - Entre Ríos - Puerto Barrios)
20	UG3	GT	Santo Tomás de Castilla Port/ Puerto Barrios: Development of LAZ (Logistics Activity Zone)
21	CGS2	GT/SV	La Ermita (GTM) / Anguiatú (SLV): Border Modernization (OSBP)

Port of Acajutla. El Salvador.

C8 Interoceanic Corridor

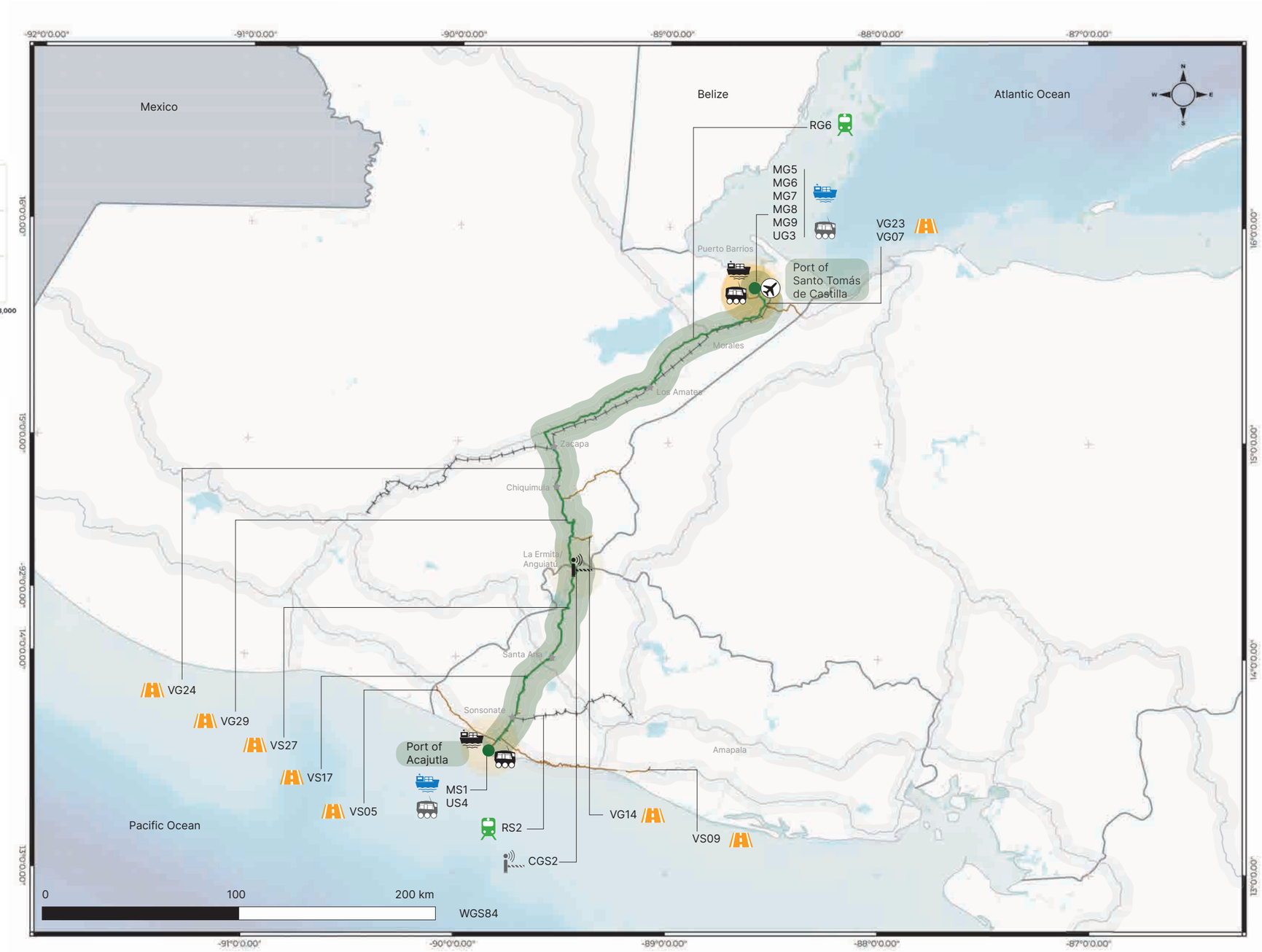
Starts: Port of Acajutla (SV)
Ends: Port of Santo Tomás de Castilla (GT)
Section length: 374 km
Projects: 21
Map 10
Source: JST.



Graph 8: C8 Amount of Investment.
Source: JST.

Legend

- Interoceanic corridor -C8-
- Other Logistic Corridors
- Highway
- Railway
- Railway Transport
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Local Airport
- Urban Logistics
- Customs
- Corridor Projects
- Corridor Starts/Ends
- Border
- Body of Water



C9 Interoceanic Corridor

Nicaragua (NI)

Description

The C9 is a corridor connecting the Port of Corinto on the Pacific Ocean and the new Port of Bluefields, which is planned on the Atlantic Ocean. The corridor partially overlaps with the Interior Corridor.

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

Cargo movement

- Port Corinto is the most important port in Nicaragua, and it exports meat and imports fuels and grains.
- MTI has prepared a Master Plan to develop a new deep-water port in Bluefields.

Corridor length (km) (along highways): **521km**
Length of Central American highways:
CA-1: **36km** | CA-3 **122km**
Volume of road traffic (PCU-km./day):
1.2 (2021) | 1.8 (2035)
AAGR 10%
Length

2,5 million (2021)
2,8 million (2035)
0.9% AAGR
Population

Managua, Chinandega, León.
Main cities

2 (NI)
Protected areas

5(NI)
International Tourist Destinations

N/D
Border crossings

25 (NI)
Number of Special Economic Zones
Number of SEZs

Intraregional Truck Terminals (Projected)
1 (NI)
Intraregional Passenger Bus Terminals
4 (NI)
Terminals

N/D
Railway length (km) (projected)

2 ports in total
1 main seaports
Seaports and airports

Augusto C. Sandino International Airport: 1,1 million in 2019
Annual passengers

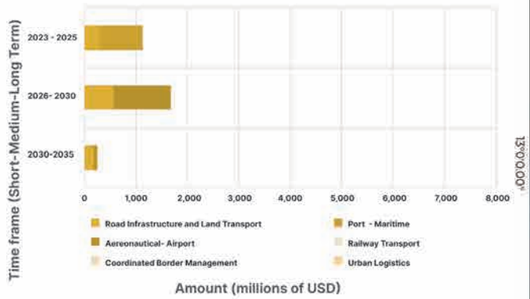
Infographic 9: C9 Datasheet.
Source: JST

No.	Code	Country	Projects
1	VN08	NI	R_PR1: Road Construction: Nejapa - Ticuantepe – Tipitapa
2	VN09	NI	R_IW2: Improvement (Widening): León – Chinandega (NIC-12A)
3	VN10	NI	R_IW1: Improvement (Widening): NIC-2 Int. - León (NIC-12A)
4	VN14	NI	R_IR2: Rehabilitation (Re-classification): La Curva - Nueva Guinea (NIC-71)
5	VN16	NI	Widening of the Managua-Chinandega corridor
6	VN19	NI	Rehabilitation of the Acoyapa-San Benito section
7	VN24	NI	Chinandega bypass
8	VN27	NI	Juigalpa bypass
9	VN39	NI	Rehabilitation Junction Victoria de Julio - Victoria de Julio
10	VN49	NI	R_NR3: Road Construction: El Rama - Las Brenas - San Francisco
11	VN53	NI	Widening of the west (peripheral) arc of Managua (Nejapa - Los Brasiles section)
12	MN2	NI	Cruise Terminal Development
13	MN3	NI	Corinto Port: Capacity Improvement
14	MN4	NI	Sandino Port: Improvement
15	MN5	NI	Bluefields Port: New Port Development
16	AN2	NI	Augusto César Sandino International Airport: Expansion Phase 1(Runway 800m extension and taxiway extension)
17	AN3	NI	Augusto César Sandino International Airport: Expansion Phase 2 (New cargo terminal, apron and taxiway to new cargo area)
18	AN4	NI	Augusto César Sandino International Airport: Expansion Phase 3 (New domestic passenger terminal and apron)
19	AN5	NI	Augusto César Sandino International Airport: Expansion Phase 4 (International terminal expansion)
20	AN6	NI	Augusto C. Sandino International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
21	AN7	NI	Augusto C. Sandino International Airport: T/A for improving the service quality of air cargo transport/handling operators
22	AN8	NI	Bluefields and Corn Island airports: F/S on airport development plan
23	AN9	NI	Bluefields and Corn Island airports: D/D and Construction
24	UN1	NI	Managua: Truck Terminal Development
25	UN2	NI	Bluefields: Development of Logistics Activity Zone, LAZ

Port of Corinto, Nicaragua.

C9 Interoceanic Corridor

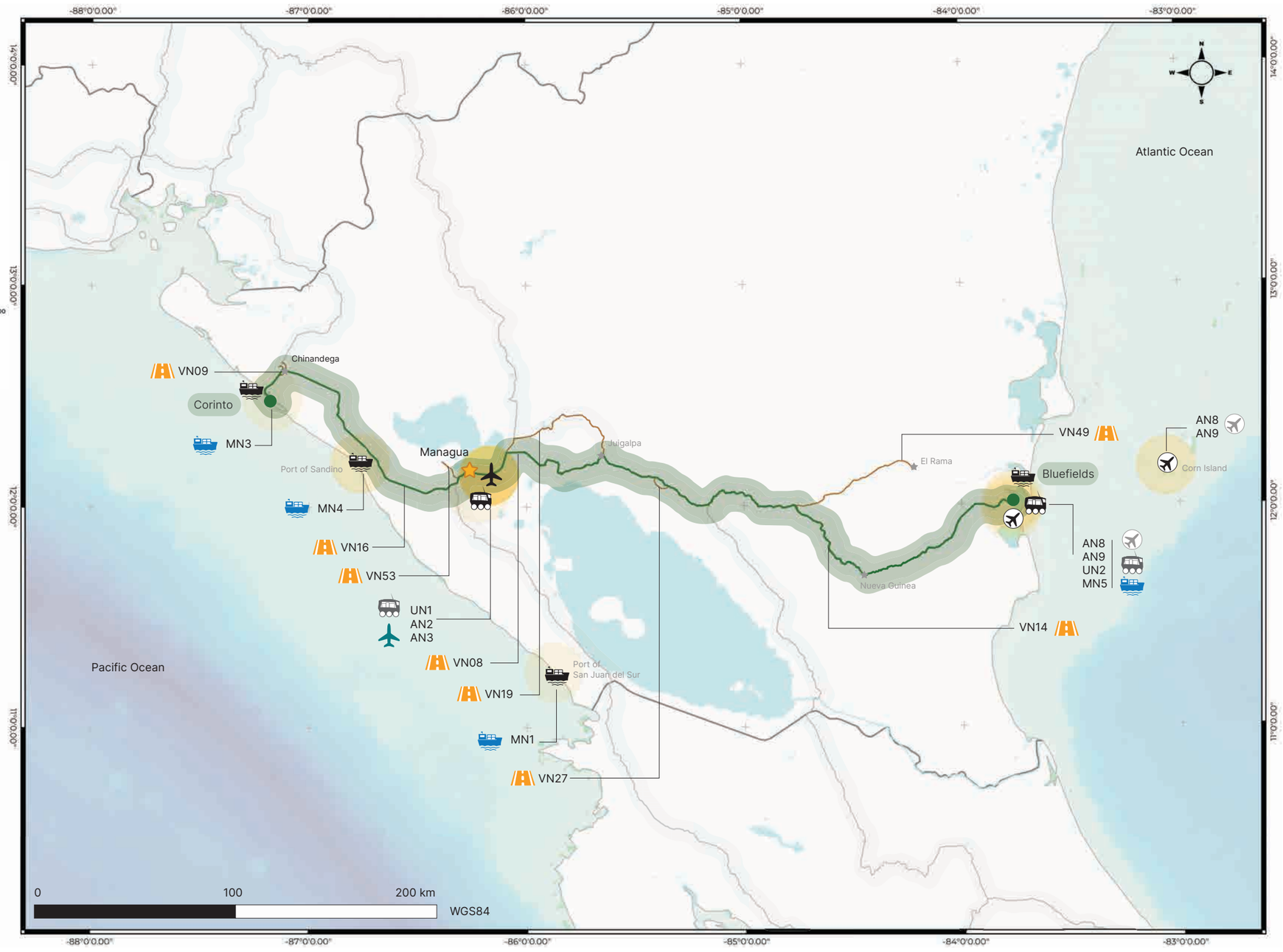
Starts: Port of Corinto (NI)
Ends: Port of Bluefields (NI)
Section length: 521 km
Projects: 25
Map 11
Source: JST.



Graph 9: C9 Amount of Investment.
Source: JST.

Legend

- Interoceanic Corridor -C9-
- Other Logistic Corridors
- Highway
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Local airport
- Urban Logistics
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water



C10 InteroceanicCorridor

Costa Rica (CR)

Description

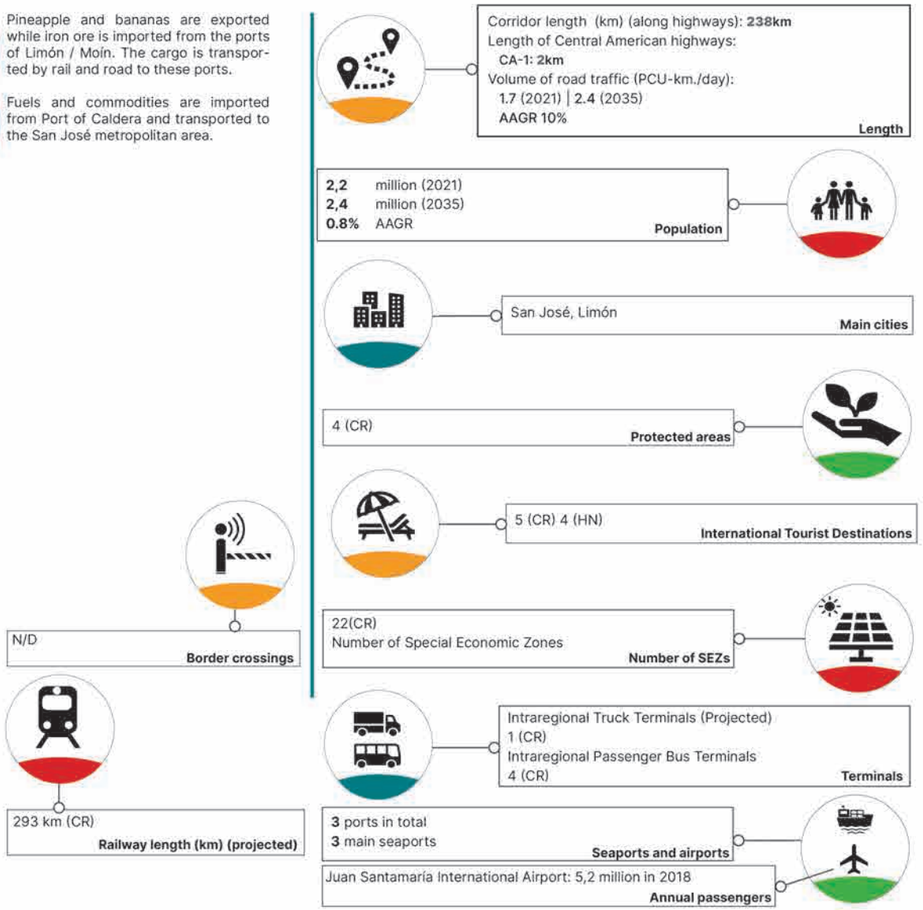
C10 is the corridor that connects Port Limón/Moín on the Atlantic Ocean with Port of Caldera on the Pacific Ocean via San José.

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km) (projected)

Cargo movement

Pineapple and bananas are exported while iron ore is imported from the ports of Limón / Moín. The cargo is transported by rail and road to these ports.

Fuels and commodities are imported from Port of Caldera and transported to the San José metropolitan area.



Infographic 10: C10 Datasheet.
Source: JST

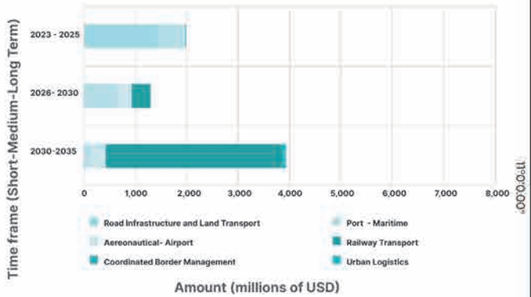
No.	Code	Country	Projects
1	VC04	CR	N160: Road Development: Paquera - Playa Naranjo
2	VC05	CR	N1: Road Development: San José - San Ramón
3	VC06	CR	N39: Northern Section of San José Ring Road
4	VC08	CR	N32: Road Development: Y Griega Guápiles (Entr. R 4 y R 32) - Limón
5	VC10	CR	N32: Tunnel Redevelopment: Zurquí - Río Sucio section
6	VC11	CR	N27: Road Widening: San José - Caldera
7	VC13	CR	Limón - Sixaola (road improvement, 8 main bridges + 4 bridges)
8	VC15	CR	N1: Road Development: San Ramón – Barranca (development of a third lane)
9	MC1	CR	Caldera Port: Expansion
10	MC2	CR	Caldera Port: Breakwater Reinforcement
11	MC9	CR	Moín Port: Container terminal construction
12	AC1	CR	Juan Santamaría Airport: Expansion Phase 1(Expansion of the international terminal, relocation of firefighting station, etc.)
13	AC2	CR	Juan Santamaría Airport: Expansion Phase 2 (Set back of west side parallel taxiway, extension of east side parallel taxiway, etc.)
14	AC3	CR	Juan Santamaría Airport: Expansion Phase 3 (Expansion of the international terminal and apron, RESA in RWY07 side)
15	AC4	CR	Juan Santamaría Airport: Expansion Phase 4 (Expansion of the international terminal and apron)
16	AC5	CR	Juan Santamaría Airport: Expansion Phase 5 (300 m extension of the runway and parallel taxiway, High landfilling of almost 20 m)
17	AC6	CR	Juan Santamaría Airport: F/S on enhancement of logistics automation equipment/procedure (customs, cargo handling/storage)
18	AC7	CR	Juan Santamaría Airport Enhancement of aviation security standard with EDS (Explosive Detection System)
19	AC8	CR	Juan Santamaría Airport: T/A for improving the service quality of air cargo transport/handling operators
20	RC2	CR	TELCA Project Phase 1 (Moín - TCM Japteva - Siquirres - Río Frío (GAM yard, norther zone))
21	RC3	CR	TELCA Project Phase 2 (Río-Frío - Chilamate)
22	RC6	CR	Electric Train, Route 1 (San José Atlántico - Cartago - Paraíso)
23	RC7	CR	Electric Train, Route 2 (San José Atlántico – Airport - Alajuela)
24	RC8	CR	Electric Train, Route 3 (San José Atlántico - Belen - Ciruelas)
25	RC9	CR	Electric Train, Route 4 (Alajuela - Ciruelas)
26	RC10	CR	Electric Train, Route 5 (Ciruelas - El Coyol)
27	RC11	CR	Pacific Train Project (Puntarenas – Caldera Port - Ciruelas)
28	RC12	CR	Railway Rehabilitation (Cartago - Siquirres)
29	UC1	CR	San José: Truck Terminal Development
30	UC2	CR	San José Metropolitan Area: Urban Logistics Master Plan
31	UC7	CR	Moín: Development of Logistics Activity Zone, LAZ
32	UC9	CR	GAM: Development of Logistics Activity Zone, LAZ

Train Line. Costa Rica.

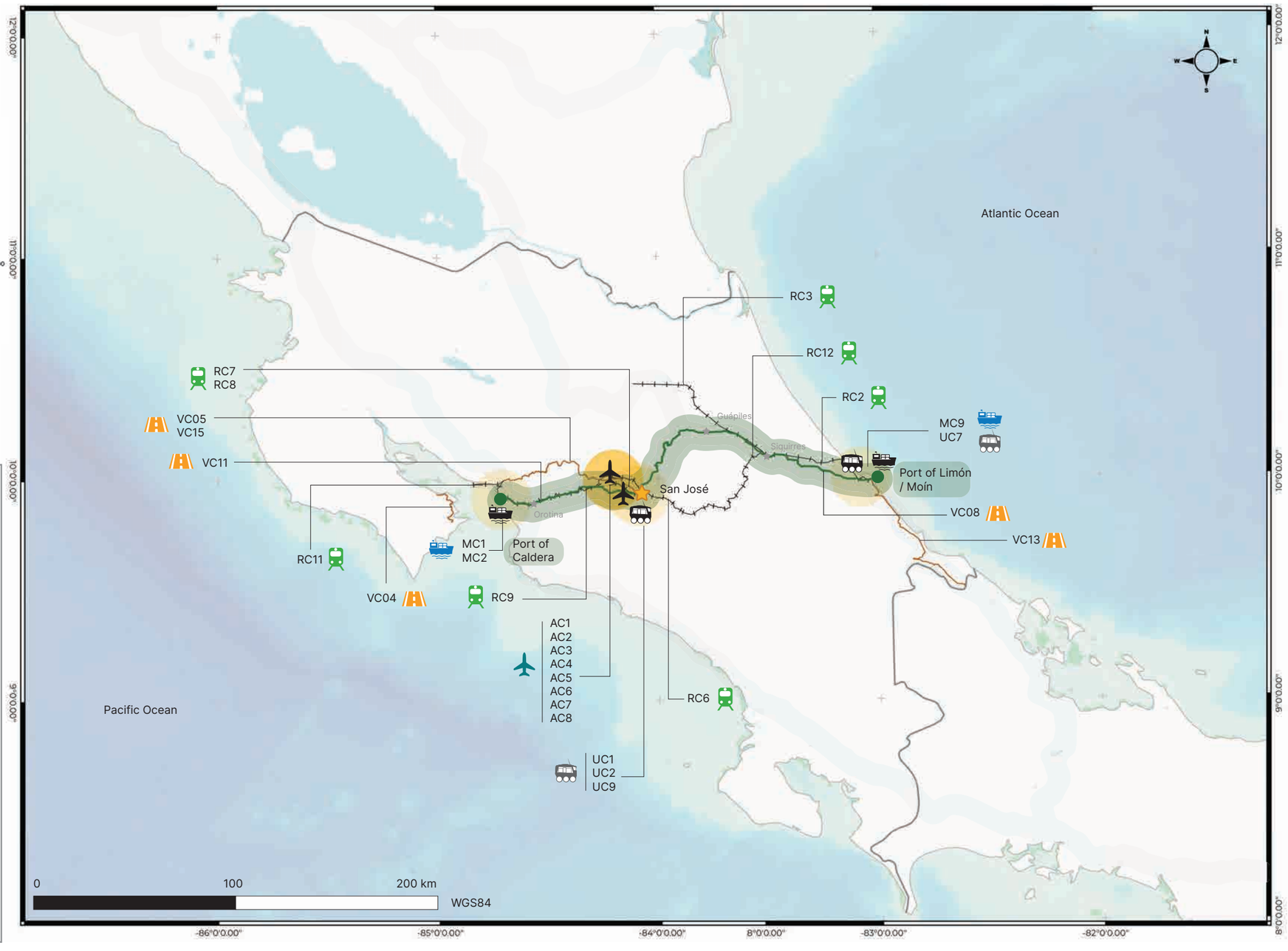
C10 Interoceanic Corridor

Starts: Puerto Caldera (CR)
Ends: Puerto Limón/Moín (CR)
Section length: 238 km
Projects: 32

Map 12
Source: JST.



Graph 10: C10 Amount of Investment.
Source: JST.



Legend

- Interoceanic Corridor -C10-
- Other Logistic Corridors
- Highway
- Railway
- Railway Transport
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Urban Logistics
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water

C11 InteroceanicCorridor

Panama (PA)

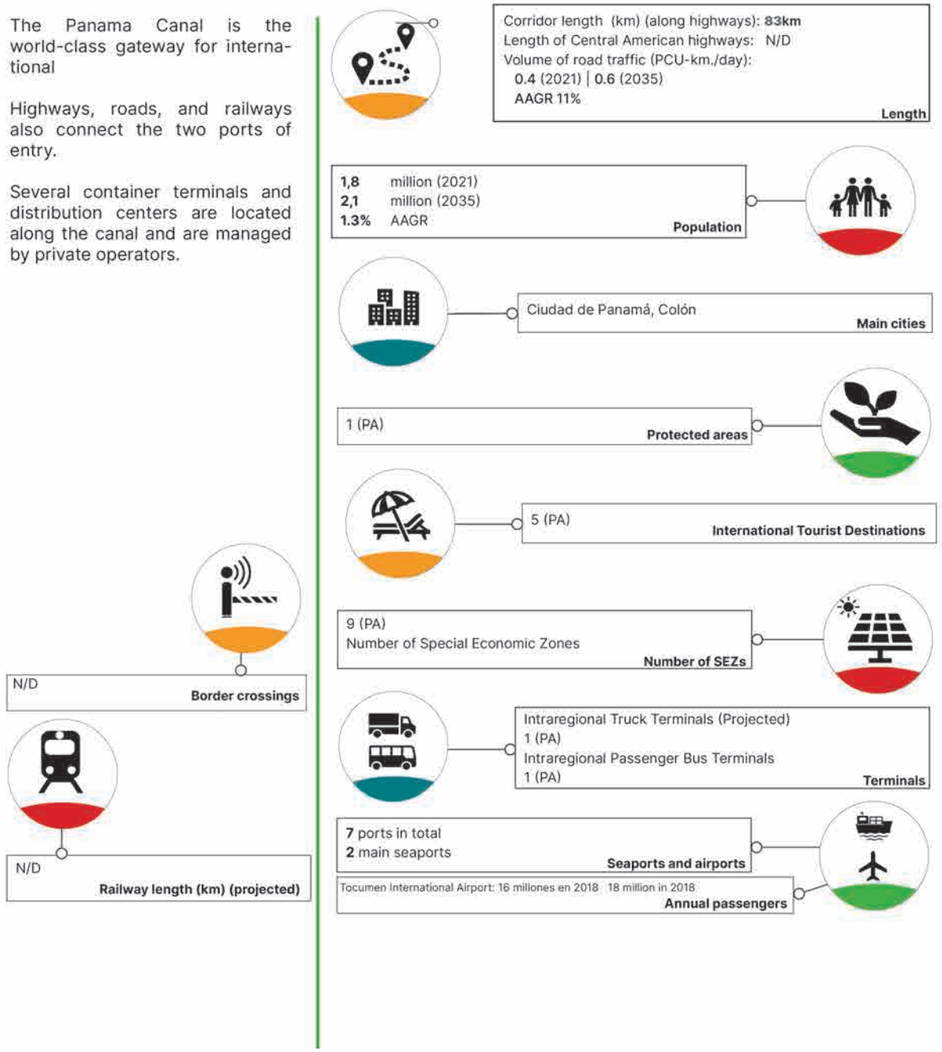
Description

Length | Population | Main cities | Main tourist destinations | Protected areas | Number of SEZs | Terminals | Seaports and airports | Border crossings | Railway length (km)(projected)

The C11 is a corridor that connects the Port of Colon and the SEZ with Panama City and the Port of Balboa.

Cargo movement

- The Panama Canal is the world-class gateway for international
- Highways, roads, and railways also connect the two ports of entry.
- Several container terminals and distribution centers are located along the canal and are managed by private operators.



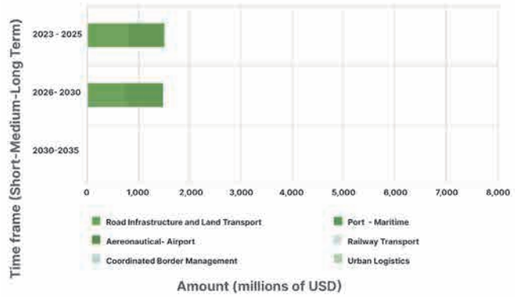
Infographic 11: C11 Datasheet.
Source: JST

No.	Code	Country	Proyecto
1	VP04	PA	N3: Road Expansion to 4 lanes: Villa Grecia - Don Bosco Bridge
2	VP07	PA	Design and Construction of the Fourth Bridge Over the Panama Canal
3	MP2	PA	Panama Canal Terminal Container development
4	AP1	PA	Tocumen International Airport: Development of terminal 2, cargo warehouse and free trade zone
5	AP2	PA	Tocumen International Airport: Development of 3rd runway, Passenger Terminal 3 and 4
6	AP3	PA	Tocumen International Airport: F/S on enhancement of logistics automation equipment/procedure (customs, cargo handling/storage)
7	AP4	PA	Tocumen International Airport: Enhancement of aviation security standard with EDS (Explosive Detection System)
8	AP5	PA	Tocumen International Airport: T/A for improving the service quality of air cargo transport/handling operators
9	UP1	PA	Panama City: Truck Terminal Development
10	UP2	PA	Panama City: Urban Logistics Master Plan

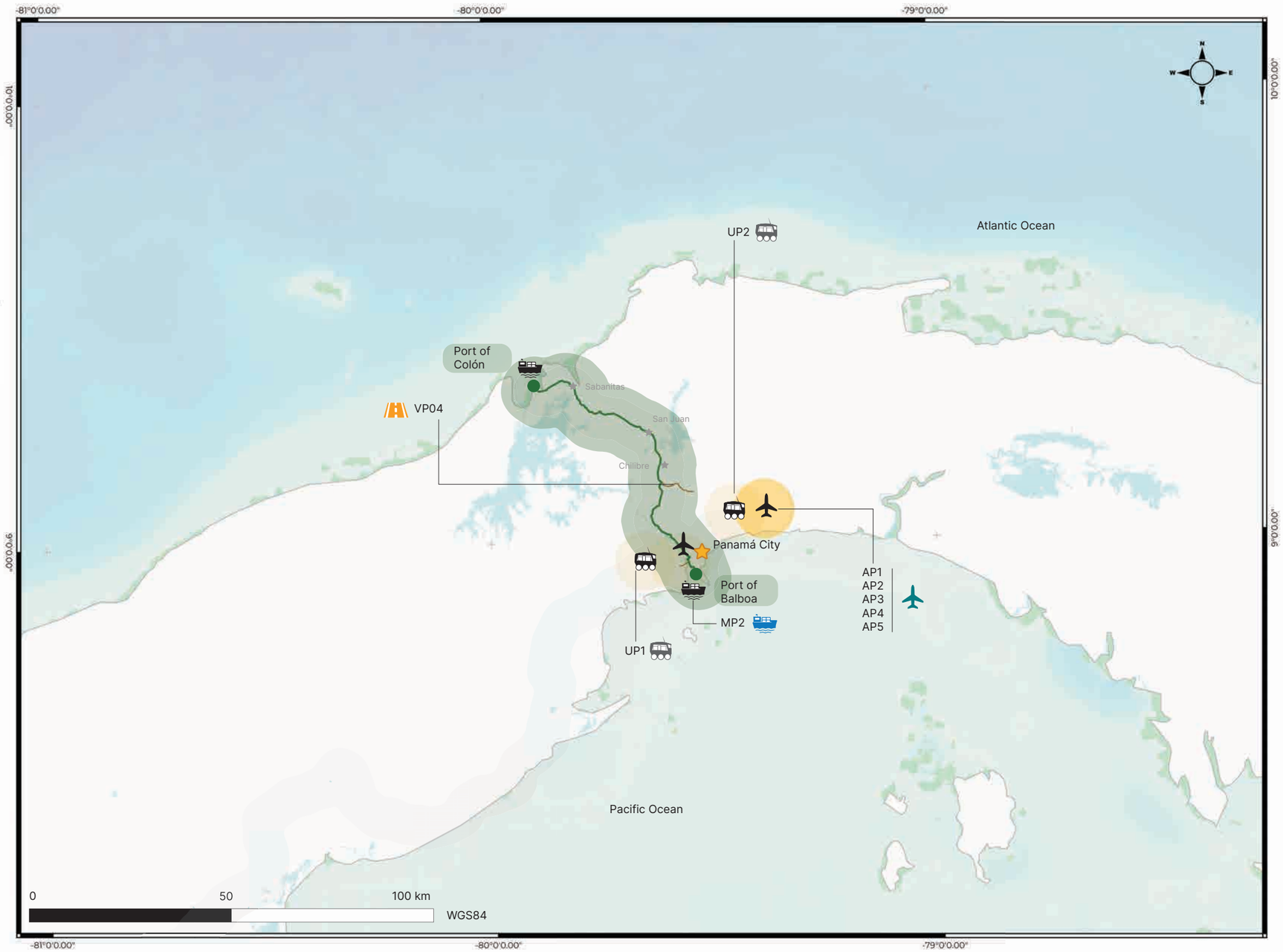
Panama.

C11 Interoceanico Corridor

Starts: Port of Colón (PA)
Ends: Port of Balboa (PA)
Section lengh: 83 km
Projects: 10
Map 13
Source: JST.



Graph 11: C11 Amount of Investment.
Source: JST.



Legend

- Interoceanic Corridor -C11-
- Other Logistic Corridors
- Highway
- Road Infrastructure and Land Transport
- Sea Port
- Airport
- Urban Logistics
- Corridor Projects
- Corridor Starts/Ends
- Capital City
- Border
- Body of Water

Table 3: Projects by strategic corridor.

Corridor	Number of projects per axis on each corridor						Number of Projects
C1	39	13	10	6	7	11	86
C2	31	10	5	11	2	7	66
C3	23	0	3	0	3	7	36
C4	9	13	3	6	0	6	37
C5	10	5	5	2	2	7	31
C6	3	5	5	2	0	8	23
C7	9	6	5	1	1	7	29
C8	10	6	0	2	1	2	21
C9	11	4	8	0	0	2	25
C10	8	3	8	9	0	4	32
C11	2	1	5	0	0	2	10

NOTE: The projects included in this portfolio are referential and will be defined in future review processes based on strategic corridor. Some projects corresponding to shared segments are listed twice.

6.2 Chronological development of strategic corridors

The strategic corridor development proposal is based on three perspectives:

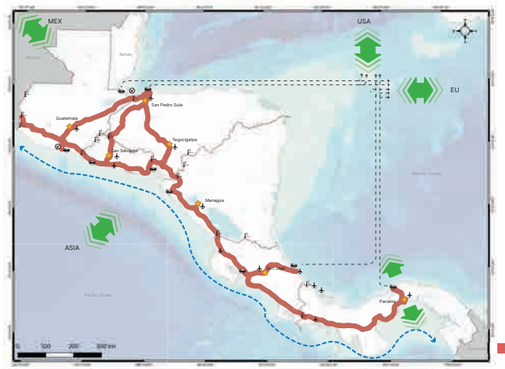
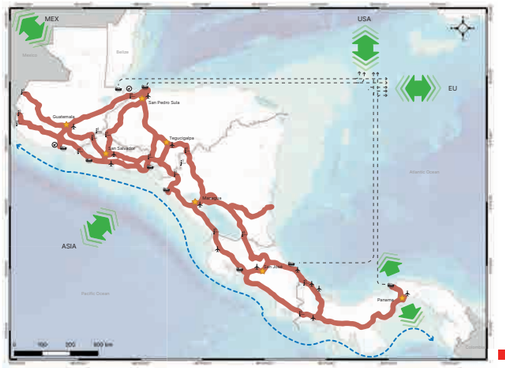
1. Strengthen intraregional connectivity. One short-term priority for strategic corridor development is to improve intraregional connectivity: This involves rehabilitation, construction, and improvement of transport infrastructure, including roads, railways and maritime transport networks, to support better interconnection between strategic areas within countries or the region. This aims to facilitate the flow of goods, services, and people, promoting economic and social integration in Central America.
2. Enhanced connectivity between regional economic centers and international gateways (ports & airports): This involves modernizing and expanding transport infrastructure to facilitate trade and international mobility, including roads and railways linking economic centers with ports and airports, and modernizing related facilities.
3. Enhanced connectivity between international gateways and international markets (USA, EU, Asia, etc.): In the long term, the goal is to improve Central America's links to global markets to increase trade and investment with other regions of the world.

Successful development of strategic corridors will require a comprehensive and coordinated vision among various stakeholders, including governments, businesses, local communities, and international organizations. It is also necessary to consider socio-economic and environmental aspects in the design and implementation of strategies to ensure sustainable and equitable development.

To successfully achieve the objectives set out in the strategic corridors approach, it is important to establish short-, medium- and long-term strategies to enable a gradual and sustainable implementation, as described below:

Customs Control, El Salvador.

Infographic 12: Proposal of Chronological Development of Strategic Corridors
Source: JST

	Rehabilitate and strengthen existing economic corridors.	Develop new economic centers and corridors.	Disseminate economic impacts across the region.
Main Target Market	**USA, Mexico and EU**	**Asia - Pacific**	**All Regions**
Short-Term 2025		• Rehabilitate and strengthen existing strategic corridors with emphasis on Pacific Corridor. • Improve links between cities by improving interurban cargo and passenger transport services. • Strengthen transport capacity and quality via repair and expansion of roads and bridges, construction of corridors and bypasses, creation of distribution centers and development of short sea shipping services. • Promote multiple transport modes, including short sea shipping and railways, to increase redundancy on Pacific logistics corridor.	
Mid-Term 2030			• Develop new economic centers and strategic corridors, including Inland Corridor, new gateways, and interoceanic corridors to serve increased trade with Asia. • Improve transport efficiency and price competitiveness via introduction of truck cabotage, Open Skies agreements and new short sea shipping routes. • Support regional and industrial development of Pacific Corridor, including transport infrastructure, new Pacific deep-water port, rail infrastructure and services and rehabilitation and expansion of roads & bridges. • Improve Pacific coast port operations and develop new interoceanic corridors to promote regional industries and industrial development around ports and airports.
Long-Term 2035			Strengthen land-bridge function in Central American region via investment in strategic inter-oceanic & regional multimodal corridors, promoting road, rail, port and airport development in a systemic manner to achieve equitable growth in the region as part of a key global supply chain.

7. 7. Immediate Action Plan (IAP)

The M/P addresses short-term actions and all matters to be considered in its first phase. These actions will contribute to facing the challenges and limitations that affect the performance of regional and national transportation and logistics systems in Central America. Although the implementation of short-, medium-, and long-term programs, projects and actions is contemplated, it is necessary to recognize that the different actors of the sector demand immediate solutions to take advantage of and deepen commercial opportunities in conditions of competitiveness, employment generation, economic growth and development of the societies of the countries in the region. Short-term actions (by 2025) should have immediate effects without being isolated or irrelevant to achieve the desired transformation.

To achieve this, the Immediate Action Plan (IAP) is proposed to initiate projects that meet the following criteria
:

1. Needed to start implementation of the M/P, as they lay the foundation for the planning process and long-term sustainability.
2. Technically, economically, and politically feasible.
3. Proposals for cooperation exist or steps have already been taken for their formulation and implementation.
4. Actions considered highly relevant to solving current performance problems.
5. High-impact or cross-cutting actions in the main subsystems.
6. Have leverage and demonstrative effects, integrating actions that concern the entire transport and logistics chain.
7. Support the Strategic Corridors included in the M/P.
8. Benefit several user segments in a subsystem and have spatial coverage.

The IAP has been grouped into framework projects, which include several complementary actions. The Master Plan will begin with implementation of pilot projects listed and described in the datasheets below.

Table 4: Projects and initiatives of the Master Plan

No.	Project ID	Sector	Project
1	MCA1	Port - Maritime	Preparation of port ledgers for Central American Ports.
2	MCA2		Improvements to Central American Maritime Port Statistical Information System (SIEMPCA).
3	MCA4		Short Sea Shipping initiatives
4	VCA1	Road Infrastructure & Land Transport	Updating of regulations and development of cargo vehicle weight and dimension management system
5	VCA3		Common road inventory evaluation system.
6	UCA1	Urban Logistics	Regional truck parking area information platform program.
7	UCA3		Truck driver and cargo safety improvement program.

Source: JST.

In addition to these M/P thematic projects and initiatives, the following are also considered:

- Proposal for a regional model for integration of national railway projects.
- Open Skies Agreement at the regional or sub-regional level (with northern countries of Central America).
- Project for modernization of integrated border posts within the Customs Union framework.
- Central American program for maintenance, rehabilitation, and expansion of regional road corridors.

The following are cross-cutting projects and initiatives with a strategic vision, aimed to contribute to/facilitate implementation of the identified and prioritized projects in Level 1 (Regional) of the M/P

Table 5: Cross-cutting Projects and Initiatives.

No.	Cross-cutting Projects and Initiatives
8	Support improvement of road connectivity, logistics and integrated infrastructure at One Stop Border Posts (OSBPs) under the Deep Integration process of Guatemala, El Salvador and Honduras.
9	Implement regional mobility & logistics information system (Regional Transport & Logistics Observatory).
10	Strengthen regional capacity-building to implement Regional M/P on Transport & Logistics.
11	Implement resilient transport systems to counter natural disaster threats.
12	Capacity-building for development of Public-Private Partnerships (PPPs).
13	Implement regional strategy to attract investment in transport and logistics.
14	Promotion of advanced technology, digital transformation and innovation of efficient/safe systems to optimize time, costs and procedures.
15	Develop connectivity agenda (transport & logistics) in Deep Integration process of the three northern Central American countries and their connection with the region's southern countries.

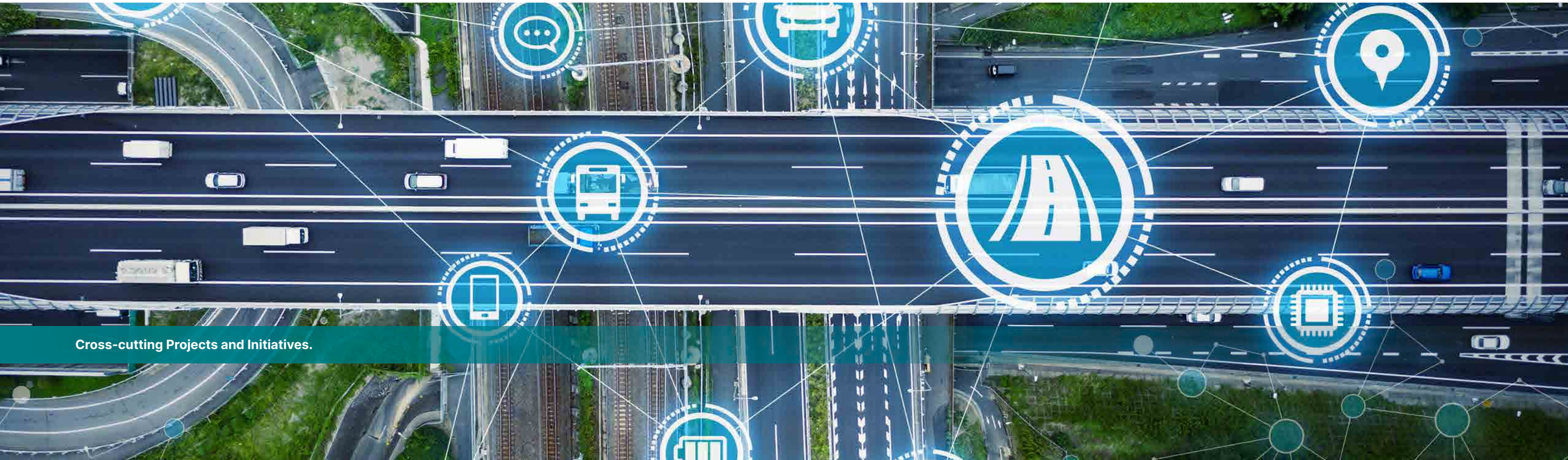
Source: JST.

M/P and complementary projects and initiatives have the following purposes:

Table 6: Project and initiative goals.

Name	**Port ledgers for Central American ports.**	**Code:**	**MCA1**
Objective	The project involves systematic collection and administration of reliable and updated information on basic issues and physical conditions of the major Central American ports, in unified standards and forms. The objective is to share this information among the key stakeholders and to keep the digital Port Ledger updated.		
Name	**Improvements to the Central American Maritime and Port Statistical Information System (SIEMPCA).**	**Code:**	**MCA2**
Objective	The project seeks to improve SIEMPCA's functions by updating and applying unified standards/formats to monitor operations at each port in the region.		
Name	**Short Sea Shipping (SSS) initiatives.**	**Code:**	**MCA4**
Objective	Develop new maritime transport services between Central American countries and neighboring regions by establishing an enabling environment that promotes short sea shipping in the region. This will be achieved by improving the system of data collection, compilation, and presentation		
Name	**Updating of regulations and development of a system to control weights and dimensions of cargo vehicles.**	**Code:**	**VCA1**
Objective	The project proposes updating current regional regulations and their applicability in the countries of the region, as well as strengthening the capacities of the institutions responsible for this issue within the countries and regionally by making necessary adjustments to improve conditions related to the mobility of freight vehicles.		
Name	**Common road inventory evaluation system.**	**Code:**	**VCA3**
Objective	Frequently update roads & bridges inventory to identify priority areas for rehabilitation and maintenance, as well as investment priorities, by analyzing current and future network conditions. This will enable enhancing capacity-building of institutions responsible for road & bridge management and operation; estimating economic or engineering feasibility of road/bridge investment projects via pavement life cycle analysis, maintenance & improvement effect along with estimated road-user cost; identifying suitable common policies for the road sector (financing, impact of transport policies, etc.).		
Name	**Regional truck parking area information platform program.**	**Code:**	**UCA1**
Objective	Provide safe/secure areas for truck drivers and maximize use of parking spaces. Existing parking space information will be collected along major corridors to develop the parking inventory database.		
Name	**Truck driver and cargo safety improvement program.**	**Code:**	**UCA3**
Objective	The system aims to establish a database of traffic volume and travel speeds in main cities along the 11 strategic corridors, as well as movement data of intra-regional cargo vehicles passing through urban areas by using GPS systems installed in their units. The project also intends to create a legal and regulatory framework, as well as methods to improve safety levels in cargo transport. To this end, a legal framework must be established to develop the GPS truck monitoring system.		
Name	**Support to improve road connectivity, logistics and physical integration at integrated border posts of the Deep Integration process of Guatemala, El Salvador, and Honduras.**	**Code:**	**8**
Objective	To support the Central American Economic Integration process by contributing to the efforts to implement a Customs Union between the Republics of Guatemala, Honduras, and El Salvador, in ac-cordance with the legal instruments of Central American Economic Integration, seeking to improve the quality of life of its inhabitants, through sustainable economic growth and trade facilitation.		
Name	**Implementation of a regional mobility and logistics information system (Regional Mobility and Logistics Observatory).**	**Code:**	**9**
Objective	To have a specialized unit within SIECA's Transportation, Infrastructure and Logistics Directorate (DITIL) to provide timely and objective information on the progress of the Master Plan's execution, as well as the status of transportation, mobility and logistics infrastructure and services in the region.		

Name	**Strengthen capacity-building to implement Regional Master Plan.**	**Code:**	**10**
Objective	Strengthen capacity-building for the Ministries of Public Works & Transport and SIECA to implement the Regional Master Plan on Mobility and Logistics 2035.		
Name	**Resilient transport systems to counter natural-disaster threats.**	**Code:**	**11**
Objective	Create resilient infrastructure designed to meet disaster threats, adapted to climate change and consistent with goals to reduce greenhouse gas emissions in the transport sector.		
Name	**Capacity-building for development of Public-Private Partnerships (PPPs).**	**Code:**	**12**
Objective	Generate innovative PPP funding models at the regional level within the integration process.		
Name	**Regional strategy to attract investment in mobility and logistics.**	**Code:**	**13**
Objective	Create an investment attraction strategy to implement M/P projects at the international cooperation level to undertake national, regional, or international PPP investments.		
Name	**Promote advanced technology, digital transformation, and efficient/safe systems to optimize time, costs, and procedures**	**Code:**	**14**
Objective	Promote digital transformation in the region's transportation and logistics, encouraging use of advanced technology and innovation of efficient/secure systems to optimize time, costs, and procedures.		
Name	**Development of connectivity agenda in the Deep Integration process of the three northern Central American countries and their connection with the region's southern countries.**	**Code:**	**15**
Objective	Develop connectivity and logistics program to strengthen the Deep Integration process between Guatemala, Honduras, and El Salvador, including development of road, port-maritime, airport-aeronautical and rail links, as well as the interoperability of national mobility and logistics projects in the three countries.		



Cross-cutting Projects and Initiatives.

8. 8. Required Investment and Funding Mechanisms

To realize the vision and strategic objectives set out in the M/P, it is first necessary to estimate the resources required. As described in Chapter 4, M/P implementation requires funding for pre-investment studies, design, planning, monitoring & evaluation, as well as for the rehabilitation, expansion, construction, and maintenance of transport infrastructure, plus acquisition of equipment necessary for the 374 projects along the 11 strategic multimodal corridors.

As shown in the table below, investment requirements vary according to the transportation hub, general condition of existing infrastructure and other strategic considerations.

Table 7: Investments required to implement the M/P by sectoral axis (in millions of USD).

	CR	SV	GT	HN	NI	PA	TOTAL
Road infrastructure & land transport	3,158	5,800	2,982	1,093	3,378	3,325	**19,745**
Maritime - port	1,423	632	903	2,418	1,040	4,361	**10,789**
Aeronautical - airport	656	2,113	171	37	1,193	17	**4,187**
Railways	4,092	1,837	8,801	1,421	1	0	**16,152**
Coordinated border management	17	35	81	52	52	7	**244**
Urban logistics	283	88	290	663	20	48	**1,392**
Total	**9,629**	**10,505**	**13,228**	**5,683**	**5,684**	**7,758**	**52,488**

Source: JST.

8.1 Financial Framework

The financial framework of this M/P seeks to innovate project implementation via systemic and holistic execution, according to the proposed schedule. This starts with understanding each country's financial capacity and finding funding plans that can be adapted to the specific needs of each project. Traditionally, most of the proposed projects could be executed through public funding, including public spending, bond issuance and loans from international financial institutions. However, the M/P also considers other alternatives such as PPPs, which are analyzed throughout this chapter.

8.2 Financing with Public Funds

8.2.1 Financing with National Funds

The countries of the region have made significant investments in infrastructure maintenance using their own funds, both from the regular budget, which are administered primarily by the Ministries of Public Works and Transportation, and by the municipalities with local government budgets.

8.2.2 Sovereign Debt

The regional countries have enjoyed open credit windows from various development banks, with the Central American Bank for Economic Integration (CABEI), Inter-American Development Bank (IADB) and World Bank being the most active in the region's transport and logistics sector.

8.2.3 Co-Funding

Co-funding involves the joint provision of financial resources by two or more institutions to support a large- scale project. This funding scheme takes various forms, including loans, grants, equity investments and guarantees. These co-funding partners share risks as well as rewards of the project and collaborate closely throughout the project cycle.

8.3 Financing with Mixed and Private Funds

The following is a series of instruments selected as good practices in funding investments in the transport sector that have already been successfully implemented in Central America and elsewhere. Each of the instruments described below holds advantages, as well as specific preconditions required for their successful implementation.

(1) Private Equity Funds

Capital funds specialized in the transport sector, such as bond or equity investors, channel resources from other investors who lack the skills required to analyze the project, especially its profitability and risks, and monitor its development.

(2) Transport Leasing

The transport leasing instrument (rent with purchase option) is a source of funding with tax benefits. .The lessee may record the total lease fee incurred as a deductible expense, without having to file any amount for the leased asset as a liability, unless the purchase option is udes[1].

(3) Private Infrastructure Funding

In Japan, the Private Infrastructure Funding Law (PIFL)[2] introduces a method for entrusting the design, construction, maintenance, management, and operation of public facilities to the private sector. The following are the most common models included in this law.

a. Purchase of services. A type of funding in which the national or local government pays a service fee as compensation for a public service provided by the PFI operator, which becomes income of the PFI operator. This type of PFI is the most used in Japan, usually applied to construction of public facilities such as government buildings, schools and public housing, where it is difficult to generate revenue from the project. The PFI operator recovers construction costs through service fees paid by the public.

b. Self-sustaining services. This involves the PFI operator recovering the costs of construction, maintenance and operation from fees collected from users of public services provided by the PFI operator. This is used in constructing assets such as airport passenger terminals, public parking lots, etc. Regarding airports, project revenue results from airport fees charged to airline passengers

c. Mixed Type. This is a form of PFI that mixes purchase of services and self-sustaining services, in which the business income of the PFI operator comes from both the service purchase fee paid by the public and fees paid by the users of public services. This applies to facilities such as sports centers and hostel facilities, which are operated by charging user fees.público. Éste se aplica a instalaciones como las deportivas, recreativas, y albergues, que se aprovechan mediante el cobro de tasas a los usuarios.

1 Article 89, Leasing in infrastructure projects. Law 223 of December 1995, Colombia.
2 Cabinet Office, Japan https://www.cao.go.jp/index-e.html y https://www8.cao.go.jp/pfi/en/projectprofile/pdf/jireishu_japan_en.pdf

Compensation for constructing and maintaining the public facility is paid by the public in the form of a service purchase fee and, during the operating period, revenues come from user fees.

(4) Road management and maintenance agreements

Road concessions, which include road management and maintenance agreements, are a particular type of PPP by which the State gets private capital to finance or manage public works and allows the private sector to operate them for the time necessary to recover the investment and/or ensure their maintenance or expansion. The elements that define the characteristics of the bidding process in PPP concessions are the financial conditions, term of execution of the infrastructure, technical specifications, time of operation by the concessionaire and the contributions of the parties.

(5) Recycling of transport infrastructure assets

Asset recycling can be a useful funding strategy for governments to generate revenue and leverage existing assets to finance new infrastructure via the sale or lease of public assets such as ports, airports, railways, roads, bridges, buildings, and land (transport infrastructure rights-of-way). This can raise funds for transport infrastructure projects, both new and for infrastructure requiring rehabilitation and improvement.

(6) Capital Gains Recovery Funding

Capital gains funding is a simple concept when applied funding urban transport projects. The transfer of capital gains can be applied using a deferred increase in property taxes. One common approach, TOD or Transit Oriented Development, allows developers to build higher density (usually taller buildings) around transit stations. This type of funding requires studies on the increase in land value likely to be generated in surrounding areas once a substantive improvement in transport infrastructure is made.

(7) Capital Gains Recovery FundingInstitutional Investors

Within the scope of a concession or PPP, one can invest in bonds for infrastructure funding, or take an equity position directly through a private equity fund. Chile offers a good example of using infrastructure bonds to fund transport projects; however, the issued bonds were externally guaranteed. The two key financiers in Chile were pension funds and life insurance companies through their technical reserves that took securities mainly in infrastructure bonds.

(8) Other alternatives

Currently, there are initiatives that redirect royalties from hydrocarbons, and funds from the sale of carbon credits for the use of clean energy transport. It is impossible to determine ahead which projects should opt for private or mixed funding. This can only be determined in the pre-investment study for each project. Therefore, this section only suggests some examples of types of projects that could be financed under the modalities described. By way of illustration, following are funding methods considered applicable to distinct types of projects:

Table 8: Applicable funding methods for projects

Strategic corridors			Public Funding			Private or Mixed Funding							
			National funds	Sovereign debt	Co-funding	Private equity funds	*Transport leasing*	Private or infrastructure funding	Road administration and maintenance agreements	Recycling of infrastructure assets	Capital gain recovery funding	Institutional investors	Other alternatives
		Pacific Corridor											
1	C1	Road Infrastructure & Land Transport Axis	●	●	●			●	●				
2	C1	Port – Maritime Axis			●			●					
3	C1	Aeronautical – Airport Axis	●	●	●	●	●	●					
4	C1	Railway Axis			●			●		●	●		●
5	C1	Coordinated Border Management Axis						●			●		●
6	C1	Urban Logistics Axis	●			●	●			●	●		●
		Interior Corridor											
1	C2	Road Infrastructure & Land Transport Axis	●	●	●			●	●				
2	C2	Port – Maritime Axis			●	●		●					
3	C2	Aeronautical – Airport Axis	●	●		●	●	●					
4	C2	Railway Axis			●			●		●	●		●
5	C2	Coordinated Border Management Axis						●			●		●
6	C2	Urban Logistics Axis				●	●			●	●		●
		Pan-American Corridor											
1	C3	Road Infrastructure & Land Transport Axis	●	●	●			●	●		●		●
2	C3	Port – Maritime Axis	Not Applicable										
3	C3	Aeronautical – Airport Axis	●	●		●	●	●					
4	C3	Railway Axis			●	●		●		●		●	●
5	C3	Coordinated Border Management Axis						●			●		●
6	C3	Urban Logistics Axis				●	●			●	●		●

Strategic corridors			Public Funding			Private or Mixed Funding								
			National funds	Sovereign debt	Co-funding	Private equity funds	*Transport leasing*	Private or infrastructure funding	Road administration and maintenance agreements	Recycling of infrastructure assets	Capital gain recovery funding	Institutional investors	Other alternatives
		Interoceanic Corridor (Puerto Quetzal - Puerto Cortés)											
1	C4	Road Infrastructure & Land Transport Axis	●		●			●	●				
2		Port – Maritime Axis			●			●					
3		Aeronautical – Airport Axis				●	●	●					
4		Railway Transport Axis			●			●		●	●		
5		Coordinated Border Management Axis	●	●									
6		Urban Logistics Axis					●	●		●	●		
		Interoceanic Corridor (Port of Acajutla - Puerto Cortés)											
1	C5	Road Infrastructure & Land Transport Axis	●		●			●	●			●	
2		Port – Maritime Axis			●	●		●				●	
3		Aeronautical – Airport Axis				●	●	●					
4		Railway Transport Axis			●			●		●	●		
5		Coordinated Border Management Axis		●									
6		Urban Logistics Axis				●	●			●	●		●
		Interoceanic Corridor Honduras (Port of San Lorenzo - Puerto Cortés)											
1	C6	Road Infrastructure & Land Transport Axis			●			●	●				
2		Port – Maritime Axis			●	●		●				●	
3		Aeronautical – Airport Axis			●	●							
4		Railway Transport Axis			●			●		●	●	●	
5		Coordinated Border Management Axis	Not Applicable										
6		Urban Logistics Axis				●	●			●	●		●
		Interoceanic Corridor Port of La Unión - El Amatillo (SV) - Puerto Cortés (HN)											
1	C7	Road Infrastructure & Land Transport Axis	●		●			●	●			●	
2		Port – Maritime Axis			●			●				●	
3		Aeronautical – Airport Axis			●		●	●					
4		Railway Transport Axis			●			●		●			
5		Coordinated Border Management Axis	●	●									
6		Urban Logistics Axis			●	●	●			●	●		●

Strategic corridors			Public Funding			Private or Mixed Funding								
			National funds	Sovereign debt	Co-funding	Private equity funds	*Transport leasing*	Private or infrastructure funding	Road administration and maintenance agreements	Recycling of infrastructure assets	Capital gain recovery funding	Institutional investors	Other alternatives
		Interoceanic Corridor (Port of Acajutla (SV) - Port of Santo Tomás de Castilla (GT))											
1	C8	Road Infrastructure & Land Transport Axis	●		●			●	●			●	
2		Port – Maritime Axis			●			●				●	
3		Aeronautical – Airport Axis	Not Applicable										
4		Railway Transport Axis			●			●		●			
5		Coordinated Border Management Axis	●	●				●			●		
6		Urban Logistics Axis			●	●	●			●	●		●
		Interoceanic Corridor Nicaragua (Port of Corinto - Port of Bluefields)											
1	C9	Road Infrastructure & Land Transport Axis	●		●			●	●			●	
2		Port – Maritime Axis			●			●					
3		Aeronautical – Airport Axis					●	●		●			
4		Railway Transport Axis	Not Applicable										
5		Coordinated Border Management Axis	Not Applicable										
6		Urban Logistics Axis						●		●	●	●	●
		Interoceanic Corridor Costa Rica (Port of Caldera - Port of Limón/Moín)											
1	C10	Road Infrastructure & Land Transport Axis	●		●			●	●			●	●
2		Port – Maritime Axis			●	●		●				●	●
3		Aeronautical – Airport Axis			●	●	●	●					●
4		Railway Axis			●			●		●	●		●
5		Coordinated Border Management Axis	Not Applicable										
6		Urban Logistics Axis				●	●	●		●	●		●
		Interoceanic Corridor Panama (Port of Colón - Port of Balboa)											
1	C11	Road Infrastructure & Land Transport Axis	●		●	●		●	●			●	
2		Port – Maritime Axis			●	●	●	●	●	●		●	
3		Aeronautical – Airport Axis				●		●	●				
4		Railway Axis	Not Applicable										
5		Coordinated Border Management Axis	Not Applicable										
6		Urban Logistics Axis						●			●		

Source: JST.

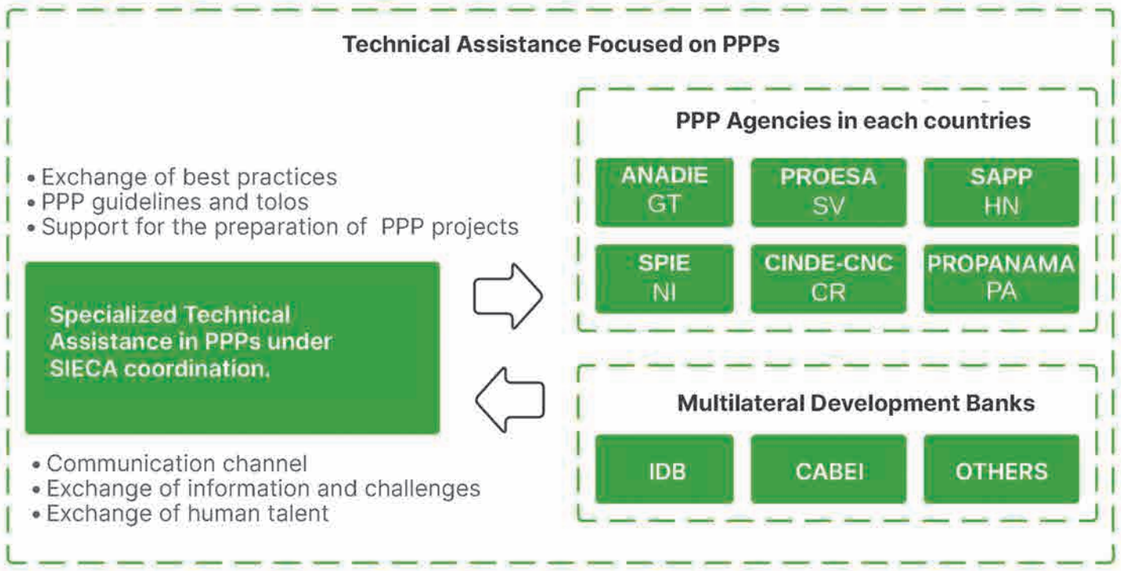
8.4. Regional Pre-Investment Fund for Infrastructure Projects

On 10 November 2022, the intersectoral meeting of COMIECO, COMITRAN and COMISCA ministers approved the Regional Economic Reactivation Plan, consisting of three pillars, Mobility & Logistics being one of them. This pillar proposes the creation of a Regional Pre-investment Fund to address this critical phase for developing regional infrastructure projects. The region has appropriate institutions to operate a fund of this type, such as CABEI and IADB. There are precedents for this type of initiative, such as the deep integration process between Guatemala, Honduras, and El Salvador through the creation of a structural fund to address infrastructure, equipment and operational needs of integrated border posts.

8.5 Investment Promotion Agency Network

Based on the EU's experience in promoting cross-border priority projects with financial support, the establishment of a regional promotion strategy for PPP projects is recommended. To achieve it, a "Network of PPP Investment Promotion Agencies" (including representatives of PPP units in each country) should be formed. It should obtain PPP-focused technical assistance under the coordination of SIECA and SECOSEFIN. Its main objective should be to promote PPP-based infrastructure and services development projects. Necessary studies should be conducted through the coordination of the PPP units, and PPP- based projects prioritized in this M/P should be promoted to potential investors.

Diagram 1: Technical Assistance Focused on PPPs



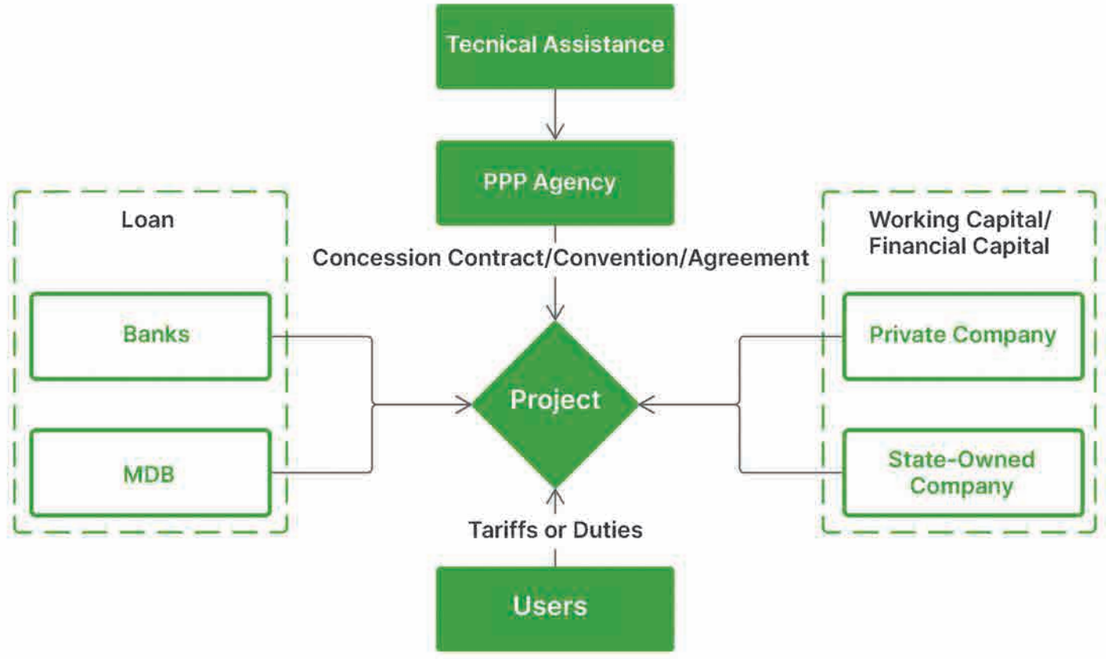
Source: JST.

The proposed technical assistance would have the following objectives:

- Regional network for PPP-based investment promotion should be created with sufficient management capacity. This network should communicate/coordinate closely with regional ministries of finance (COSEFIN).
- PPP technical assistance should be provided for projects at three levels (regional, subregional & national).
- Assist in capacity-building for regional and national PPP units.
- Assist in developing funding plans to formulate, implement, and oversee projects.
- Develop and promote a regional investment attraction strategy

A typical PPP model to be considered as part of the technical assistance is shown below.

Diagram 2: Typical PPP model



Source: JST.

Freight Logistics.

To achieve the objectives, technical assistance activities should address the following aspects:

1. Sharing a Long-Term Vision: Technical assistance will allow key stakeholders to share a long-term vision to promote development of PPP-based transport infrastructure. It will also provide technical training to the respective teams in the feasibility study analysis stage of identified projects.
2. Harmonization of the Institutional Framework: Standardizing processes and procedures within the institutional framework is essential to encourage cross-border PPP projects. It is proposed to harmonize and simplify the contracting/bidding process to benefit private investors. To this end, technical assistance will support the development of PPP guidelines to promote standardization of the institutional framework.
3. Identify a portfolio of projects for PPP financing: Analyze the project portfolio prioritized by the M/P to identify potential candidates for PPP funding. These projects should be financially viable and attractive to private investors. Provide technical training to the respective work teams in the feasibility study analysis stage of the projects.
4. Include multilateral development banks (MDBs): The public and private sectors will both benefit from establishing effective communication mechanisms between the PPP units in each country and the MDBs. The PPP units will coordinate with the funding authority and the project implementing agency, such as the country's ministry of public works and the MDBs, based on their PPP strategies, which may vary. Technical assistance may also invite potential private and institutional investors to participate.

8.6 Cooperation Table to articulate efforts and technical and financial cooperation resources

Implementation of the M/P will require coordinated efforts with the main regional cooperating partners to achieve the following objectives:

1. Establish a high-level dialogue with international financial organizations and cooperation agencies.
2. Channel reimbursable and non-reimbursable technical and financial cooperation resources to carry out studies, initiatives and projects contemplated in the M/P.
3. Articulate the efforts of cooperating partners to achieve synergy in the initiatives, programs, and projects already in place or to be approved, thus avoiding duplication of efforts and waste of resources.
4. Share information on methodologies, analytical tools, program monitoring & evaluation and regional
5. strategies.
6. Coordinate joint efforts to include the private sector in implementing the M/P.
7. Promote the M/P to key stakeholders and institutional networks.

The Cooperation Table will be convened by SIECA, at the request of the Pro Tempore Presidency, with the participation of at least the following institutions: CABEI, IADB, World Bank, Development Bank of Latin America & the Caribbean (CAF), and cooperation agencies such as JICA, EU, USAID, KOICA, and other strategic partners in the region.

9. Mechanisms for the Regional Master Plan on Mobility and Logistics 2035

This chapter analyzes the complex system of actors that must participate in a coordinated and competent manner to successfully implement the Master Plan strategies and projects, achieving its vision and objectives.

The plan's relevance is grounded in its coherence with the Regional Framework Policy on Mobility & Logistics adopted by COMITRAN and the SICA Presidents. The potential impact that a coordinated regional effort can contribute to fulfilling plan's strategic objectives, aligned with the Sustainable Development Goals, stands to benefit the economy and quality of life of all Central Americans.

The plan's institutional implementation model, its required coordination structures, its monitoring, and evaluation mechanisms for follow-up of the M/P implementation and determination of its impact, and the roles of its key actors, make it well-placed for success.

9.1 Institutional Model for Implementation

To ensure the success of the M/P, the most vital instruments for its implementation must be defined.

The complexity involved in implementing regional projects; the cross-cutting and intersectoral nature of the plan; the obstacles inherent in ensuring both adequate funding from various public and private sources; the need for ongoing cooperation among six the nations; the need to harmonize standards and procedures among national legal frameworks; plus, the requirement for sustained political will to effectively coordinate decision-making. All these pose significant challenges for the governments of Central America.

To meet these challenges, a holistic and systemic approach is essential, with clearly defined roles and competencies to support coordinated planning, execution, supervision, management control, monitoring & evaluation of the M/P projects. This requires strengthened institutions that can effectively integrate and coordinate governmental, non-governmental and academic agencies involved in transport to ensure the plan's successful implementation.

Decision-makers must strengthen and empower the agencies implementing the plan to address regional gaps in terms of infrastructure, equipment, regulations, institutional frameworks, and funding, and to strengthen institutional competencies, both in the management of regional agencies and the private sector

The fact that SIECA must play a critical role in coordination and implementation of the plan is recognized at the regional level. The national ministries of public works and transport and local governments also have key roles to play. In this regard, the institutional framework for the sector at the regional level is stipulated in the Regional Mobility and Logistics Framework Policy and the COMITRAN working structure.

9.2 Sectors and Key Players

9.2.1 Public Sector

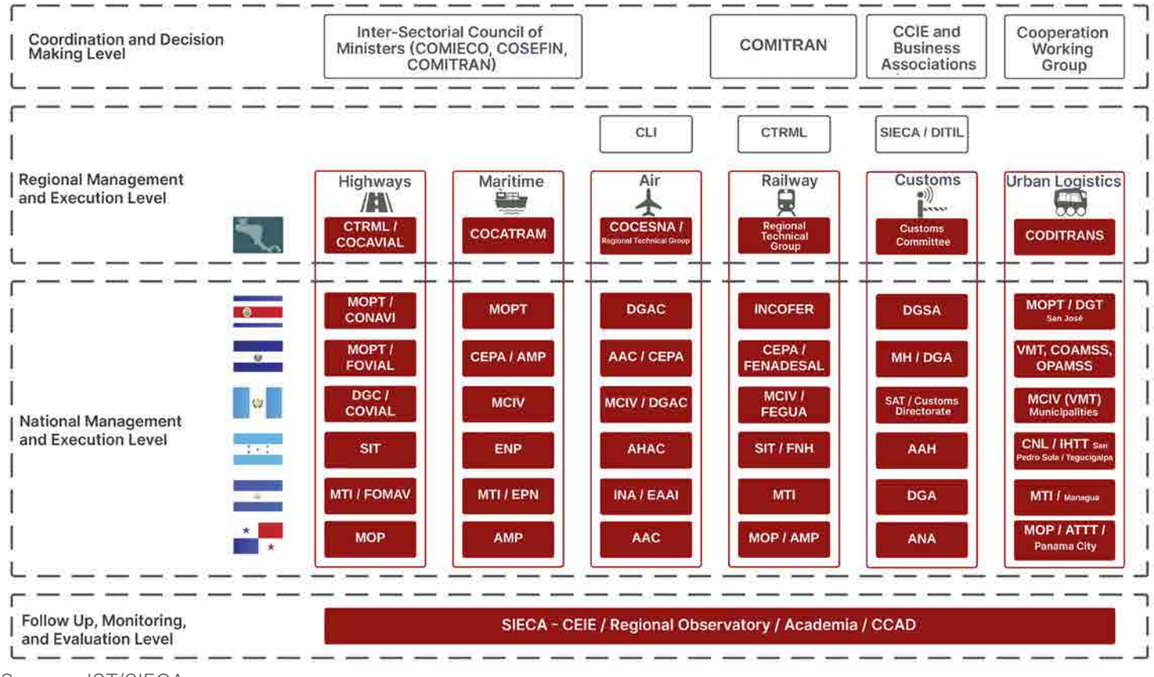
In the public sphere, the M/P must be compatible with the Intersectoral Meeting of Ministers, made up of COMIECO, COSEFIN and COMITRAN, which assumes the governing functions of the Regional Mobility and Logistics System, responsible for leading implementation through the following functions:

1. Articulate actions in mobility and logistics related to regulation, construction, modernization of infrastructure and development of regional transport systems, etc., as well as initiatives promoted by other state portfolios about the Framework Policy, so that it considers all facets of policy among the Central American governments.
2. Maintain mobility & logistics issues on the agenda of the SICA Summit of Presidents, ensuring that the strategies, lines of action, programs and projects are sustainable beyond the cycles of government.
3. With SIECA's support, consolidate alliances with international partners, governments cooperation agencies, financial institutions, and multilateral organizations to help secure funding for projects identified in the M/P.

This Intersectoral Council is supported by the Intersectoral Logistics Commission (CLI), composed of the directors of Central American Economic Integration (COMIECO), Investment and Public Credit (COSEFIN), Regional Technical Commissioners for Mobility & Logistics (CTRML /COMITRAN) and the Customs Committee. Its primary function will be to coordinate the PMRML and M/P implementation process with their respective national transport agencies.

Diagram 3 illustrates the proposed governance mechanism for M/P implementation. Three levels of intervention are proposed: 1) Coordination decision level, 2) Management and execution level, 3) Monitoring level.

Diagram 3: Governance of the coordination mechanism for M/P implementation.



Source: JST/SIECA

9.3 Organizational Agencies for Coordinated Implementation

9.3.1 Strategic Corridor Development Committees

Management, coordination, design, cooperation, funding, implementation, monitoring & evaluation of strategic corridor functions will be structured at three levels.

1. CLI will handle overall cross-sectoral monitoring of the corridors and work carried out in them.
2. CTRML will be responsible for monitoring transport infrastructure in the corridors, as far as the ministries of public works and transport are concerned.
3. Ad hoc committees will follow-up on the corridors at the national level, led by the country delegates to the CLI; they may convene other actors at the national level. All actions requiring coordination at the bi-national, subregional, or regional level will be brought to the CTRML or CLI, as appropriate. These committees will be led by the ministries of public works and transport, which will designate an official in charge or ministerial commissioner.

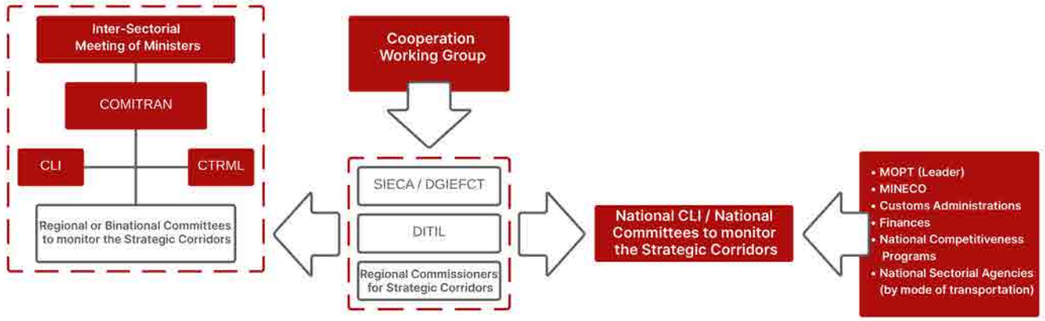
For strategic corridors (transverse or inter-oceanic) involving two or more countries, binational or regional follow-up committees will be set up, led by the ministries of public works and transport of each country. In the case of binational corridors, the coordinators of the national committees will meet periodically for the respective follow-up and may request support from SIECA for appropriate follow-up. SIECA will provide technical support in the formulation of an annual report for follow-up and implementation of the regional corridors.

As shown in Diagram 4, governance of strategic corridor projects will be coordinated via structured bi- national or regional committees that will report to CLI and CTRML, which will report to COMITRAN and the Intersectoral Meeting of Ministers. These committees will have the technical and secretarial support of SIECA/DGIEFCT/DITIL, where responsible officials will be assigned to follow-up on the strategic corridors.

DITIL / SIECA will provide support for the structuring of projects and the CE Program (set of projects articulated under an integral, intermodal, intersectoral and multiscale logic). DITIL will assume the role of Project Management Unit.

9.3.2 Short Sea Shipping Facilitation Committee (SSS)

Diagram 4: Governance of strategic corridor projects



Source: JST / SIECA

To improve logistics performance, Central American governments are seeking to make more effective use of maritime transport. Thus, the M/P proposes Short Sea Shipping routes in the ports of the region by promoting collaboration and coordination among the countries allowing for articulation of key stake holders' interest.

To achieve the development and consolidation of these regional maritime routes, it is proposed that SSS Facilitation Committees be formed between pairs of countries, as well as in each of the countries of the region. It is recommended that these committees be made up of key institutions that coordinate efforts, promote the operationalization of the initiatives, and provide the respective monitoring and follow-up. They should include the Ministries of Public Works and Transportation, Ministries of Economy and Foreign Trade, Ministries of Agriculture and Livestock, Ministries of Government, Ministries of Health, Ministries of Foreign Affairs, Customs Directorates, Immigration Directorates, Maritime and Port Authorities, autonomous institutions responsible for the Administration of Maritime Ports, Airports and Railway Systems, Port Companies and Land Transportation Companies, among others.

9.3.3 Connectivity Agenda Facilitation Committee for the Northern Region of Central America

The proposal is to develop road, port-maritime, air and rail links between the three countries, which account for about 70% of intra-regional trade. This tri-national proposal aims to move forward with concrete projects defined in the M/P to accelerate progress achieved within the customs union process, and to boost intraregional trade, competitiveness and economic & social development.

The following actions are proposed based on agreements from the Summit of Presidents of El Salvador, Guatemala, and Honduras on August 20th, 2018:

1. Ensure road corridors linking the three countries are in good condition and guarantee the trade flow in an agile and safe manner (especially food products and medical supplies) and resilient to disasters.
2. Ensure accessibility and connectivity of border posts.
3. Develop complementary transport modes (maritime, air and rail) as multimodal transport options.
4. Develop subregional infrastructure investment projects to create new jobs and boost competitiveness, productive growth, and investment attraction.
5. Support pilot projects defined and prioritized in the M/P.

To execute this agenda, a regional technical working group should be formed, including the ministries of public works & transport, which may form specialized working subgroups for each transport mode or by Project. Visits to the main corridors will be included to develop the agenda.

9.4 Regional Capacity Building

9.4.1 Strengthening SIECA

9.4.1.1 Directorate of Transport, Infrastructure and Logistics (DITIL)

Implementing the M/P entails a need to strengthen institutions responsible for project planning, management, execution, and follow-up, both at the regional and national levels. Regionally, strengthening is needed at the Central American Economic Integration Secretariat (SIECA) as a technical secretariat supporting COMITRAN, and at the Intersectoral Meeting of Ministers (COMIECO, COMITRAN, COSEFIN). With COMIECO and COMITRAN, the secretariat is held by SIECA, which has the Directorate General of Economic Integration, Trade Facilitation and Transport (DGIEFCT), which in turn runs the Directorate of Transport, Infrastructure and Logistics (DITIL).

In this regard, it is necessary to strengthen SIECA's capacities, both in DITIL and in other units such as administration, information technologies, studies, and research.

In this regard, an institutional development study will be carried out to determine the workload for SIECA in implementing the Framework Policy and its Master Plan and to structure a proposal for an organizational chart for DITIL, as well as the strengthening of other SIECA administrative units involved in the implementation of these regional instruments.

9.4.1.2 Regional Mobility and Logistics Observatory

The objective is to create a specialized unit that provides timely and objective information to decision- makers on the progress of executing the M/P, plus the state of infrastructure, mobility, logistics and transport services in the region.

This Observatory will be a unit of SIECA's DITIL, with the Directorate General for Economic Integration, Trade Facilitation and Transportation (DGIEFCT) and SIECA's Center for Economic Integration Studies (CEIE) being co-responsible units. The Regional Mobility and Logistics Information System will be a digital instrument of the Regional Mobility and Logistics System under the direction of COMITRAN in coordination with SIECA. The aim is to guarantee the availability for all governments and under the conditions established in open data, of the information related to mobility generated from the data provided by government institutions (Ministries of Public Works and Transportation, maritime, port and airport authorities and governing bodies, railway companies, road infrastructure planning departments, road funds, customs departments, regional and other national public bodies), as well as transport operators, importers and exporters, and infrastructure builders or managers, among others.

In order to achieve maximum reliability of the information to be produced, COMITRAN shall establish a technical group in charge of defining the policies, definitions, formats, among others, and what refers to the information to be contained in said system, as well as establishing the definition and standardization of data and flows, the selection of indicators and the technical requirements necessary for the integration of the information and for its analysis from the perspective of the principle of universal accessibility. Likewise, it will define the access mode to their respective information systems to allow the feeding of this information system in the fastest and most automatic way possible, and the necessary data for its maintenance and development.

9.4.2 Central American Institute of Transport

Creation of the Central American Transport Institute (ICAT) is proposed as a decentralized body of SIECA, to provide solutions to the transport and logistics sector in Central America, in order to contribute to its competitiveness, sustainability, and safety, and the welfare of Central Americans.

The proposal is to turn this regional institute into a national and international benchmark in transport and logistics, developing projects jointly with public and private technological innovation centers, considering the global technological environment and recommending technical specifications and standards for transport infrastructure and operation.

9.4.3 Institutional Strengthening of the Ministries of Public Works and Transport

9.4.3.1 Improving ministerial coordination and articulation of inter institutional capacities of the ministries of public Works and transportation to implement the Master Plan

Given that COMITRAN is the political body that assumes leadership in formulating, approving, and implementing the M/P, these ministries are responsible for coordinating actions regarding transport carried out in their respective countries, specifically regulation, construction and modernization of infrastructure and development of regional transport systems.

It is necessary to strengthen the capacity of these bodies to coordinate their efforts in implementing, following-up and evaluating the M/P.

Leadership by the ministries on the executive side will require reform processes to strengthen comprehensive planning capabilities, address the needs of intermodal transport and PPP methodology in planning and implementing policies. Improving logistics requires not only building infrastructure but also reforming the human dimension in trade, customs, intermodal transport, traffic information systems and training, etc.

9.4.3.2 Strengthening Intermodal Planning Units in the Ministries of Public Works and Transport

As part of these institutional strengthening processes, it is necessary to move from planning by modes of transport by road, maritime-port, aeronautical-aeronautical-airport, railway, urban logistics, among others, to an intermodal planning system at the national level, with links to the regional level. These capacities should include tools to address risk management, climate change adaptation and transit, among others.

A necessary structure to achieve this objective is to have administrative units for information, follow-up, and evaluation of the institution. To make regional efforts viable, it is necessary to have National Mobility and Logistics Observatories that strengthen statistical units and the capacity to generate and monitor indicators at the national, regional and global levels, as well as the innovation of information systems, seeking to cover and build databases at the national level that form integrated transportation and public works systems and are capable of generating graphic tools and maps, among others, to assist in decision making.

9.4.3.3 Formation and Expansion of National Logistic Cabinets

A structure to facilitate the approach to the mobility and logistics issue, such as the creation of National Logistics Cabinets, is a learned lesson given the integral, intersectoral, multiscale, and interinstitutional nature of the issue.

This logistics cabinet will define working groups that can be organized by strategy, subsystem or component of the National Logistics and Mobility Programs, or by the M/P, where public and private sectors are coordinated. A strategy of constituting the structure and its activities by governmental or ministerial agreement will provide solidity to the logistics cabinets.

9.5 Monitoring, Follow-up, and Evaluation of the M/P

The planning cycle ends with definition of the monitoring, follow-up, and evaluation system, which enables measurement of the plan's impact on the regional logistics system, on various subsystems and, ultimately, on the standard of living of Central Americans. However, since this is a new experience for the region, it is important to include two specific considerations in this plan:

a. Coordination, plus the establishment of a working and decision-making structure for follow-up and evaluation of the M/P, with the following objectives:

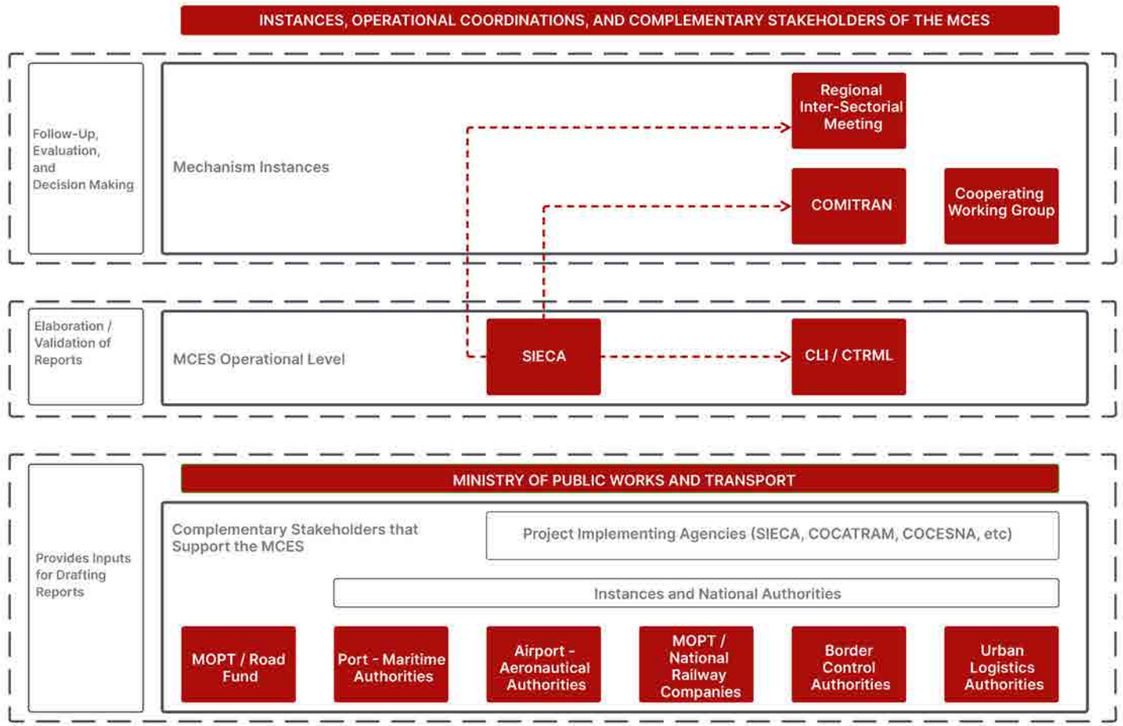
- Coordinate establishment of a structure for project follow-up, plus evaluate progress of execution.
- Review progress on commitments made by the countries and financing/cooperating agencies to the M/P projects, plus any additional commitments that may arise.
- Promote accountability among those responsible for executing projects.
- Ensure effective coordination/execution of M/P projects developed with international cooperation.
- Validate processes proposed for development of the projects.

b. The monitoring & evaluation strategy sets the methodologies to be used, how indicators will be structured, and defines processes for reporting information on the indicators of progress in executing the M/P. Given that logistics is a system that serves other sectors, it is considered particularly useful to develop a system of indicators following this approach.

9.5.1 Mechanism for Coordination, Evaluation & Monitoring (MCES)

Diagram 5 below shows institutions responsible for governance at three levels of intervention: 1) Coordination Decision Level, 2) Management & Execution Level and 3) Monitoring Level.

Diagram 5: Structure of the M/P coordination, evaluation & follow-up mechanism



Source: JST / SIECA

The proposal to strengthen SIECA includes structuring the Regional Observatory for Mobility & Logistics as an administrative unit of DITIL, which in addition to its data and statistics generation functions, should follow-up on the M/P monitoring and evaluation indicators. It is also important to mention that the Central American Commission on Environment and Development (CCAD) is responsible for monitoring environmental issues and would support the work done by SIECA.

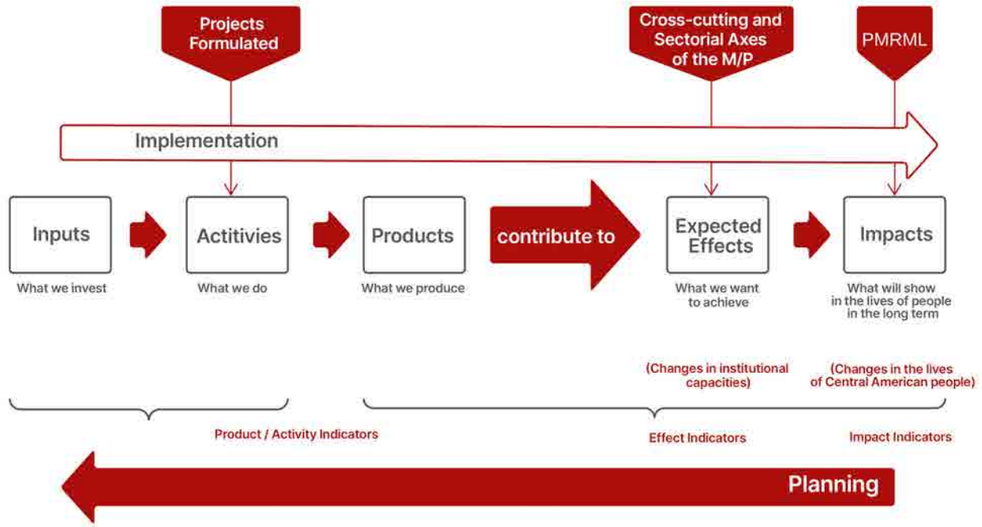
If these national observatories are not available, a delegate will be appointed by each ministry of transport under the coordination of the CTRML delegate to support with the following:

1. Participate in defining the strategy and action plan for monitoring and evaluation of the M/P.
2. Participate in defining the Regional Mobility and Logistics Observatory.
3. Compile and plan for the collection of the information to be agreed upon for the first phase of the collection of the indicators to be agreed upon.
4. Propose and manage support to organize the national mobility and logistics observatory.
5. Participate in defining technical data sheets for indicators and formats for presenting information, etc.

9.5.2 Strategy for Monitoring, Follow-up, and Evaluation of the Master Plan

In the implementation phase, the contribution of inputs (what is invested) is contemplated through the activities contemplated (what is done) both in the M/P and in the programs and projects that are proposed (which establish activities). The above, with the objective of achieving concrete products or deliverables that contribute to achieving the objectives, strategies and vision set forth in the planning process. In the latter case, the products contribute to achieving the vision, at the level of strategies and programs and projects in the components of the M/P, particularly, the areas structured in the transportation modes and crosscutting axes, which is measured through effect indicators, Finally, they contribute to changes in people's lives in the long term and these are measured through impact indicators, i.e., those that seek to contribute to achieving the strategic objectives and vision of the M/P and the PMRML, the guiding instrument on the subject.

Diagram 6: Concept of monitoring and evaluation of the M/P.



Source: JST/SIECA

9.5.3 Proposed Indicators for Monitoring and Evaluation of the Master Plan

Baseline information and ongoing indicators are key tools for measuring the impact of the M/P. To achieve the M/P objectives efficiently, continuous monitoring and evaluation work is needed. The following table shows the proposed monitoring indicators to confirm progress according to M/P guidelines. It should be noted that some indicators were collected while formulating the M/P. But these need to be updated and reviewed periodically.

Selection of indicators should take into consideration the following:

1. Construct both objective and subjective indicators (registration, perception) that can support analyses to explain trends.
2. Limitations in selecting indicators could include methodology, cost, systematicity and differences between countries which sometimes defy comparison.
3. Harmonization and complementarity with existing initiatives should be encouraged: World Bank, IADB Logistics Observatory, ECLAC and COCATRAM, etc.
4. Balance between indicators that are manageable with enough installed capacity to cover key results.
5. Clearly distinguish between impact and effect indicators (manifestation-affecting/comprehensive vs. institutional performance, behavior, risk factors and social conditions/components subject to action).
6. Generate indicators of economic integration and social/environmental impact of the M/P, especially those related to SDGs

This proposal is a reference. Final indicators should be defined by an intersectoral technical group, which could include representatives from thinktanks or international organizations such as ECLAC, IADB, COCATRAM, etc.

The chosen monitoring system is based on three subsets of indicators:

- **Impact indicators:** are related to the vision and strategic objectives of the M/P.
- **Performance indicators**: this system is based on indicators measuring their evolution in each cross-cutting or sectoral axis, considering their results as "effect" indicators
- **Operational indicators:** each Strategic Line of Action defines a series of indicators to monitor critical aspects of its performance, considered "product" indicators.

10. Final Considerations

Bearing in mind that the M/P is a practical, clear, and strategic guide that articulates actions at the regional, subregional, and national levels in a coherent and coordinated manner. To achieve the objectives, it is necessary to act as a bridge between the identification of the challenges and the strategic actions needed to solve them, the following initial actions are presented:

1. To widely disseminate the M/P to relevant organizations and stakeholders, the following actions are recommended:

Organize a Master Plan launching event and prepare a strategic communication plan including dissemination through a variety of channels and tools, such as promotional material and publish the M/P in web sites of different organizations and ministries in the region. Create a dedicated web site or online portal to provide access to M/P content and promote communication and collaboration among interested parties. Organize workshops and in-person and online seminars to present the main objectives, strategies, and projects of the plan, as well as disseminating the contents of the M/P among the different sectors, international organizations, and cooperation agencies. Finally, it is important to present the private sector and potential investors with the opportunities for investing.

2. Ensure that SIECA and the countries, via the Ministries of Public Works and Transport, have the necessary organization, personnel, and budget to implement the Master Plan, the following actions are suggested:

Develop a detailed implementation plan for the M/P to strengthen DITIL and other organization units of SIECA, including assessment needs and resources, as well as allocating government, international cooperation, budgets, and private sector financing. Report to the Council of Ministers of Public Works, and supervise progress and status, and provide SIECA with permanent support during the entire implementation process. Set up an accountability system to monitor progress and insure that SIECA meets its commitment by delivering timely and effective results.

3. Establish the Master Plan's Cooperation Table:

Organize a series of presentations of the Master Plan to extra-regional cooperating countries: Mexico, United States, Canada, Colombia, Brazil, Chile, Japan, Korea, China, Qatar, United Kingdom, Spain, among others.

4. Formulate and execute a short, medium, and long-term Master Plan implementation program:

Design and develop a short-, medium-, and long-term- implementation plan with CLI and CTRML, as well as a regional strategy for attracting investment, and identification of PPP projects. Also, identify priority corridors and segments, and establish an implementation structure. Set up a plan for follow-up, monitoring, and evaluation of the execution of the M/P, in addition to organizing presentations abroad with support from domestic agencies and regional embassies.

5. Identify priority corridors and sections, and establish specific implementation units in SIECA and the countries:

Establish clear criteria for selecting priority corridors and sections based on their potential impact on economic growth, job generation, and regional integration, in addition to conducting a comprehensive analysis of the transport network, and request collaboration from stakeholders to identify priority corridors and sections. To establish specific implementation units within SIECA and allocate required resources. Develop a corridor monitoring and evaluation system to track progress and ensure that specific executing units are meeting their objectives.

6. To identify viable projects that can be executed through Public-Private Partnerships (PPP) and attract private investment:

Create a specialized unit within SIECA to promote PPP in Central America and a network of investment promotion, and PPP agencies. Conduct a comprehensive analysis of infrastructure, the need to identify potential PPP projects by engaging private sector investors and establish a transparent selection and evaluation process. Work with government agencies to identify and address any regulatory and legal barriers to investments via PPP and establish clear and consistent policies for PPP contracting, financing, and risk identification. Finally, develop a monitoring and evaluation system to track PPP project performance over time, and identify areas for improvement and best practices to apply in future projects.

7. To inform COMITRAN periodically on the progress of the implementation of the M/P

Establish the Regional Mobility and Logistics Observatory responsible for monitoring the M/P implementation, including a regional information system for mobility and logistics. Establish a reporting framework that defines key indicators, milestones, and targets to measure progress of the M/P implementation and create a reporting schedule. Data collection and analysis must be assigned to a SIECA team and develop a communication strategy to share reports with stakeholders. Provide detailed information on the status of priority corridors and projects. Use status reports as a basis to capture stakeholder feedback to identify areas needing additional resources. Establish a mechanism for follow-up and monitoring of progress reports, including regular meetings with COMITRAN and other stakeholders to identify improvement opportunities and action plans.

8. To report periodically to COMITRAN on the progress of the M/P implementation:

Establish a comprehensive Monitoring and Evaluation (M&E) framework for the M/P, including indicators and targets relevant to its objectives. Develop a data collection and analysis plan that describes the sources of information and methods used to measure the impacts of the M/P. Develop a data collection and analysis plan that describes the sources of information and methods used to measure the impacts of the M/P. Assign responsibility for M&E activities to a specific team within SIECA (Regional Mobility and Logistics Observatory) ensuring that they have the necessary resources and expertise to effectively execute M&E activities. Conduct periodic evaluations to measure the impact of the M/P on key development outcomes, such as economic growth, employment, poverty reduction and environmental sustainability. Use impact assessment reports as a platform for sharing information about the M/P with relevant stakeholders. Develop a communication strategy that ensures wide dissemination of the impact assessment reports through various channels, and use impact assessment results to inform decision-making on future investments and policy reforms, and to identify areas where additional resources or interventions may be required to achieve M/P objectives.

The Regional Master Plan on Mobility and Logistics 2035 contains short-term (2025), medium-term (2030) and long-term (2035) strategies at three territorial scales (regional, subregional, and national) that require the joint efforts of the six Central American countries for their implementation. This means assuming responsibility on the part of governments and key stakeholders for the commitments derived from the general guidelines of the Regional Mobility and Logistics Framework Policy and the MMP itself, to achieve the strategic objectives established therein and thus achieve a competitive, efficient, effective, safe and resilient regional mobility and logistics system.

This is a summary of the Regional Master Plan on Mobility and Logistics 2035 (M/P) prepared with the objective of facilitating the dissemination of the extensive document that contains all the details of the contents and specific proposals of the M/P.

The M/P is the first instrument of its kind in Central America, being prepared at the initiative of Sectoral Council of Transport Ministers of Central America (COMITRAN) and its objective is to promote prosperity and competitiveness so that improved mobility and logistics foster equitable spatial development in the Central American region.

The M/P seeks to strengthen trade and productive relations between countries in the region through strategic corridors that improve internal and external connectivity systems between current and future trading partners.

The M/P is a guide for the construction of a Regional Mobility and Logistics System. It was prepared with unprecedented interinstitutional and multisectoral participation, with the leading role played by the Central American Ministries of Public Works and Transportation, as well as the Intersectoral Logistics Commission (CLI) through SIECA.

The Japan International Cooperation Agency (JICA), aware of the importance of logistics in Central America as a mechanism to reduce poverty and increase regional competitiveness, provided technical and financial assistance for the implementation of this project, which was advised by a strong team of Japanese and Central American experts who worked for two years in the collection, analysis and systematization of relevant information obtained from primary and secondary sources. These resulted in proposals that were subsequently subject to validation and refinement by key stakeholders, leading to the drafting of four previous reports and two complementary studies, which constitute the technical basis and referential foundation of the M/P.

In terms of mobility and logistics, the challenges are great and the needs to be met are numerous and large. However, the search for synergies to achieve financing and investments to develop strategic projects with the potential to generate great benefits is very well supported in this M/P. Thus, all contributors are greatly satisfied.

The adoption of this M/P is the starting point in the joint management strategy for the implementation of the projects that Central America requires in the short-, medium-, and long-term. Therefore, stakeholders, leaders, and investors interested in the region are invited to read this executive summary, which will provide a general idea of the initiatives contained in the Master Plan and identify opportunities from different perspectives.