

Projects for International Cooperation
National Infrastructure Agency
Colombia
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Line of demand: COVID-19

Project 1: Use of natural resources in a pandemic.

JUSTIFICATION	Promote the infrastructure sector as one of the levers of reactivation of employment in Colombia by generating safer working conditions, promoting hands cleaning by harvesting rainwater with specialized equipment.
OBJECTIVE	Seek alternative ways of rational use of natural resources to mitigate the negative effects of climate change and contribute to technological progress to ensure water supply.
TYPE OF COOPERATION REQUIRED	In-kind donation.
PROJECT DESCRIPTION	Delivery and installation of rainwater harvesting equipment is sought to guarantee the supply of water for cleaning purposes in areas with difficult access to water resources. The equipment has different specifications, and it must be adapted to the different rainfall rates in the Colombian territory, so that the workers can clean their hands every three hours or at the end of each task.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Equipment for rainwater harvesting to guarantee supply of water, not for human consumption but for cleaning purposes.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Optimization of biosafety and environmental practices in the concession projects in charge. • Share experiences and exchange knowledge between concession projects in different ways. • In-kind support and implementation of good practices related to the optimization of natural resources in the use of cleaning tasks.
CURRENT REGULATIONS	So far, more specific regulatory development is underway to address the effects of the COVID-19 pandemic. On the other hand, in terms of infrastructure, an Agreement of Exemption of Responsibility Event was signed by concessionaires, which measures in a certain way the situation in a state of pandemic. However, it is specified that to date there is no known regulatory development to deal with this project.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: COVID-19

Project 2: Execution of road infrastructure during a pandemic.

JUSTIFICATION	Organizations of all kinds are increasingly interested in achieving and demonstrating solid environmental performance by controlling the impact of their activities, products, and services on the environment. Handling and managing biological waste are a commitment of ANI with the protection of the environment and the health of workers in the construction of road infrastructure.
OBJECTIVE	Share knowledge of experiences from countries that have declared a state of emergency in the VOC-19 pandemic by conducting specific training on road infrastructure.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	Training is sought from specialized personnel who have worked in the construction of road infrastructure in other countries during a pandemic situation for the proper management of biohazardous waste, in order to share lessons learned from the technical, environmental, social and economic points of view.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training in biosafety protocols, biological waste management and lessons learned in the execution of infrastructure in a pandemic situation.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Learn about biosafety protocols for the construction of infrastructure. • Assertiveness in decision making related to biological risk of waste management. • Prevention of the transmission of COVID 19 through the implementation of good environmental, social and OSH practices for the prevention of contagion in shifts. • Biological risk management in projects.
CURRENT REGULATIONS	So far, more specific regulatory development is underway to address the effects of the COVID-19 pandemic. On the other hand, in terms of infrastructure, an Agreement of Exemption of Responsibility Event was signed by concessionaires, which measures in a certain way the situation in a state of pandemic. However, it is specified that to date there is no known regulatory development to deal with this project.
MAIN SDG TO WHICH IT RESPONDS	17. Revitalize the World Alliance for Sustainable Development.

Line of demand: COVID-19

Project 3: Remote monitoring of transportation infrastructure

JUSTIFICATION	Promote the infrastructure sector as one of the levers of reactivation of employment in Colombia by generating safer working conditions and as a pioneer of remote monitoring of transportation infrastructure.
OBJECTIVE	Carry out monitoring and control of the construction of transportation infrastructure using technology, reducing the need to displace supervisors of any technical and managerial personnel of ANI to the construction sites in Colombia.
TYPE OF COOPERATION REQUIRED	In-kind donation.
PROJECT DESCRIPTION	Supply of technological solutions such as drones, cameras, or satellite tracking, that allow remote monitoring of transport infrastructure.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Select and acquire the most appropriate technological solutions to execute remote supervision of projects in Colombia (e.g., drones, cameras, satellite tracking or others).
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none">• Decrease in exposure to "COVID 19" virus infection of ANI staff in terms of NO travel to projects.• Training of countries that have implemented this type of technology and new ways of working in order to avoid displacement and the risk of contagion of personnel.• Assertiveness in decision-making and control capacity in the execution of remote infrastructure projects.
CURRENT REGULATIONS	So far, more specific regulatory development is underway to address the effects of the COVID-19 pandemic. On the other hand, in terms of infrastructure, an Agreement of Exemption of Responsibility Event was signed by concessionaires, which measures in a certain way the situation in a state of pandemic. However, it is specified that to date there is no known regulatory development to deal with this project.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Line of demand: Sustainable infrastructure

Project 4: Improvement of sustainability practices

JUSTIFICATION	Monitoring of lessons learned related of implementing sustainable infrastructure such as noise management, social mitigation of implementation of tolls, good railway sustainability practices and green markets. The idea is to replicate these experiences in Colombia to promote the development of intermodal infrastructure.
OBJECTIVE	Improve decision-making and execution of multimodal infrastructure projects based on sustainability practices.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This project is focused on the improvement of sustainability practices (environmental, social, institutional, and financial perspectives) in all transportation modes.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training on success cases of implementing sustainable infrastructure such as noise management, social mitigation of implementation of tolls, good railway sustainability practices and green markets within all modes.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	Assertiveness in decision-making and execution of multimodal infrastructure projects based on sustainability practices.
CURRENT REGULATIONS	In view of the durability of the infrastructure there are environmental guidelines that are developed in aspects such as scrap, disposal of surplus material, among others. Currently, this type of regulation is being confirmed with the ANI Environmental Team.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Line of demand: Sustainable infrastructure

Project 5: Measuring Carbon Footprint of Transportation Infrastructure

JUSTIFICATION	The calculation of the Carbon Footprint implies direct benefits for companies, such as cost reduction, a better understanding of climate change risks and a better image derived from their commitment to sustainability.
OBJECTIVE	Improve the quality of the information corresponding to the calculation of the Carbon Footprint as well as the process of data collection to reach a higher level of confidence for its respective measurement in all modes of transport.
TYPE OF COOPERATION REQUIRED	Technical cooperation and In-kind donation.
PROJECT DESCRIPTION	Apply a carbon footprint calculation tool to measure carbon emissions in ANI's projects in all transportation modes.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	<ul style="list-style-type: none"> • Identify a carbon footprint calculation tool to measure carbon emissions in infrastructure projects including construction and operation stages. • Apply the carbon footprint calculation tool in ANI's projects. • Measure the carbon emissions of ANI's projects in all transportation modes.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Promote the concept of sustainable infrastructure in current and future projects of the Agency. • In the future, define goals to reduce transportation infrastructure carbon emissions and to reduce carbon emissions.
CURRENT REGULATIONS	In view of the durability of the infrastructure there are environmental guidelines that are developed in aspects such as scrap, disposal of surplus material, among others. Currently, this type of regulation is being confirmed with the ANI Environmental Team.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Line of demand: Transparent infrastructure

Project 6: High-Level Reporting Mechanism (MRAN in Spanish).

JUSTIFICATION	The High-Level Reporting Mechanism (MRAN in Spanish) is a tool for the prevention of eventual cases of corruption, bribery or collusion, the eventual existence of a conflict of interest or incompatibility, or the eventual existence of a crime described in the Colombian criminal code or ethical irregularities in the pre-contractual stage promoted by the Organization for Economic Cooperation and Development (OECD) and developed in conjunction with the Secretariat of Transparency of the Republic.
OBJECTIVE	To have a reliable, specific and known channel by all the ANI and the interested parties to report alert situations in terms of ethical irregularities, possible acts of corruption and cases that affect the transparency of the entity in the processes and projects of concession and all the forms of Public-Private Association of Public and Private Initiative, in pre-contractual stage.
TYPE OF COOPERATION REQUIRED	Non – refundable financial resources.
PROJECT DESCRIPTION	This line of demand seeks support for the hiring of experts to implement the High-Level Reporting Mechanism (MRAN in Spanish) to promote transparency in the transport sector.
ESTIMATED CONTRIBUTION AMOUNT	<ul style="list-style-type: none"> • 500.000.000 COP per year • US 134.501 per year
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Financial resources to support the hiring of experts (a legal expert, a technical expert, a financial expert, a legal expert, and a compliance and due diligence expert) who will be responsible for reviewing reports submitted, compiling information, conducting such due diligence as they deem necessary in each case, and taking measures to stop acts of possible corruption.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Hiring the team will efficiently manage findings of corruption that may be generated in the entity, being an integral part of the MRAN protocol. • Appropriate resources in the ANI budget to manage this task on an annual basis.
MAIN SDG TO WHICH IT RESPONDS	16. Promote just, peaceful, and inclusive societies.

Line of demand: Transparent infrastructure

Project 7: Improvement of ANI`s compliance system.

JUSTIFICATION	The Compliance system is a set of procedures and good practices, which we seek to adopt within the structure of the entity in order to comply with legal precepts and generate a more efficient response to situations of risk of corruption and bribery identified.
OBJECTIVE	Establish internal mechanisms to prevent, manage, control and react to the risks of corruption and bribery within the entity.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand is focused on the improvement of procedures that ensure internal and external regulatory compliance with regard to the risks of corruption and bribery that may arise in the transportation sector.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training on successful experiences in relation to the implementation of solid compliance systems in governments in general, and specifically in institutions such as ANI.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none">• Applicability of the solid Compliance both in the ANI and in the sector.• Assertiveness in decision making and control capacity in the execution of multimodal infrastructure projects.
MAIN SDG TO WHICH IT RESPONDS	17. Revitalize the World Alliance for Sustainable Development.

Line of demand: Logistics and infrastructure

Project 8: Best practices to manage of port concessions.

JUSTIFICATION	The port concession is an administrative contract which allows a port company to occupy and temporarily and exclusively use the low tide territories and beaches, for the construction and operation of a port.
OBJECTIVE	Improve the monitoring and control capacity, as well as the analysis of the request for contractual modifications and new concessions for the adaptation of ports in order to carry out the loading and unloading of containers in Post Panama vessels.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand seeks the support of international experts on management and administration of port concessions, and transformation of port and logistics nodes, facing the reality of Post Panama vessels.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training for ANI officials and collaborators on the management of port concessions facing the reality of Post Panama vessels.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none">• Incorporate lessons learned in other port into the port concession contracts managed by ANI.• Boost to the competitiveness of the country, through the adaptation of port terminals for loading and unloading of containers in Post Panama vessels.
MAIN SDG TO WHICH IT RESPONDS	8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Line of demand: Logistics and infrastructure

Project 9: Efficiency and effectiveness in specialized infrastructures.

JUSTIFICATION	<i>Specialized logistics infrastructures</i> are delimited areas where activities related to transport, distribution of goods and value-added activities are carried out.
OBJECTIVE	Evaluate the development of specialized logistics infrastructures as part of public initiatives within the framework of the concession contract.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand seeks to strengthen training by experts to improve efficiency and effectiveness in specialized logistics infrastructures that facilitate modal changes and promote the addition of value to the transport load.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training by international experts about their experience in the inclusion of logistics infrastructure within concession contracts in all transportation modes, emphasizing rail, river, and maritime transportation. If possible, confirm if information technologies to coordinate the modes are also included in the contract.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Strengthening of the decision-making capacity when structuring railway concession contracts. • Implementation of information technologies in the logistics processes of railway projects. • Increase of efficiency and effectiveness in the logistic processes of the railway projects, and improvement of the positioning of the Entity with respect to the information technologies that it handles. • Application of the knowledge acquired in the training, studies, contracts and appendices that make up the railway projects in charge of ANI.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Line of demand: Technological infrastructure

Project 10: Creation of the Traffic Analysis Unit (UAT in Spanish).

JUSTIFICATION	The justification focuses on three aspects: first, as of June 2020 the balance of ANI in the state contingency fund (FCCEE in Spanish) was \$3,5 billion pesos, of which 33% correspond to a reserved quota to cover the risk of lower toll collection. Given that the FCCEE resources are part of the PPP quota assigned to the Agency, the overestimation in the calculation of this risk reduces the fiscal space for new projects. The second aspect has to do with the contractual management process, since there are opportunities for improvement in the justification of contractual modifications, pricing decisions and toll exemptions, due to the lack of analysis of traffic and toll collection information. The third aspect focuses on the structuring process since overestimations have been made in the calculations of expected demand with its respective impact on toll collection. These results can be improved with better traffic information and greater technical analysis inside ANI.
OBJECTIVE	Strengthen decision making associated with the behavior of traffic and toll collection for the structuring, risk, and contractual management of transportation infrastructure projects in charge of ANI.
TYPE OF COOPERATION REQUIRED	Non-refundable financial resources or technical cooperation for the construction of internal analytical capabilities.
PROJECT DESCRIPTION	The establishment of the Traffic Analysis Unit (UAT in Spanish) will allow ANI to carry out descriptive, predictive, and prospective analysis of traffic information on the primary and secondary national road network, to improve structuring, risk, and contractual management of transportation infrastructure projects in charge of ANI.
ESTIMATED CONTRIBUTION AMOUNT	<ul style="list-style-type: none"> • COP 2.000.000.000 • US 540.541
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Resources will be dedicated to purchase transportation modeling software licenses, as well as hiring the team to produce and analyze the results of the transportation models. Also, to carry out primary information surveys in the field to improve the quality of the models.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Better capacity to make information-based analyses, increasing the effectiveness of the work of the structuring and risk teams. • Visualization and analysis of toll information, in a fast, updated and precise way. • Immediate access to the data of interest of the road projects in its spatiality and temporality, facilitating the decision-making process in accordance with the structure and risks. • The use of the models that will be created by the UAT will allow updating the forecasting exercises. The use of the licenses will be carried out during the established time. Their renewal will be carried out according to the results obtained and the budget availability of the Entity.
MAIN SDG TO WHICH IT RESPONDS	8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Line of demand: Technological infrastructure

Project 11: Strengthening of ANISCOPIO technological platform

JUSTIFICATION	<i>Aniscopio</i> is the technological platform through which the infrastructure projects of all modes of transport are centralized and monitored by ANI. This tool allows data-based decision making and consultation of information of interest of citizens. Since it was put into production, it has been evolving with new functionalities and mechanisms for the delivery and publication of information, optimizing its usability, security, and integrity. In this sense, the inclusion of new functionalities that incorporate cutting-edge technologies is necessary, such as the need of managing large volumes of information and of automatizing, processing and execute statistical and predictive analytics. All these new developments must consider the needs of ANI's areas such as technical, financial, legal, risk, social, environmental, property management, among others.
OBJECTIVE	Evolve and strengthen Aniscopio through emerging technologies that allow the creation of new statistical, analytical, and predictive functionalities; as well as increasing the technological coverage of the entity, to continue being a robust, secure, and efficient platform for monitoring and managing the Agency's project portfolio and promote data drive business decisions.
TYPE OF COOPERATION REQUIRED	Non-refundable financial resources.
PROJECT DESCRIPTION	The project aims to promote the implementation of <i>minimum viable products</i> based on emerging technologies, through which new functionalities required for the management of projects by ANI are added. I will also allow the automation of processes and the implementation of descriptive, predictive, and prospective analytics.
ESTIMATED CONTRIBUTION AMOUNT	COP 3.000.000.000 US 857.143
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	The project must have at least the following phases to implement minimum viable products: i) validation and prioritization of needs, ii) sizing technological infrastructure, iii) strengthening of human talent, iv) appropriation and use strategy.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Implement minimum viable products in emerging technologies that allow ANI, in the short term, to continue developing new functionalities and IT services such as the processing and analysis of large volumes of information both structured and unstructured from different sources using AI and implement IoT and ITS focused on the monitoring and control of the projects in charge of ANI. • Promote data drive decisions inside ANI. • Strengthening Aniscopio and make it a reference for infrastructure consultation. • Knowledge transfer through training in emerging technologies to the IT team of ANI.
CURRENT REGULATIONS	The regulations for the use of information and communication technologies apply. It is pertinent to clarify that because of the pandemic, digital use has been made more flexible throughout the Entity to promote the efficiency and facilitate the communication among users.
MAIN SDG TO WHICH IT RESPONDS	8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Line of demand: Technological infrastructure

Project 12: Modernization of the Document Management Information System

JUSTIFICATION	Project management requires optimal information, especially document management through which history is preserved and knowledge is available. To achieve good document management, it is necessary to have a tool that will allow compliance with the regulations defined by the general archive of the nation, the digital government policy and the Integrated Planning and Management Model (MIPG in Spanish).
OBJECTIVE	Implement a new information system to manage electronic archive of documents (SGDEA in Spanish) allowing integration of content with ANI's processes and simplifying information management.
TYPE OF COOPERATION REQUIRED	Technical cooperation and non-refundable financial resources.
PROJECT DESCRIPTION	This project will provide ANI with a comprehensive platform for document management that allows the improvement of its internal processes, manages the information that is stored and facilitates knowledge sharing. At the beginning of the project, it must be defined if a market solution is adopted or an implementation from scratch is carried out. Then, the structuring of a hiring process and its execution or the definition of a work team that oversees the implementation. In both options, the project will end when the new information system is implemented and appropriate by users.
ESTIMATED CONTRIBUTION AMOUNT	COP 2.500.000.000 US 714.286
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	<ul style="list-style-type: none"> • Identification of the technological tools that ANI requires for its document management system. • Definition of the type of technological solution to implement. • Definition of technical and functional requirements. • Previous studies for hiring human talent and / or technological solutions. • Information system implementation. • Achieve technology appropriation.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Improve information management that allows the entity and its stakeholders to generate valuable knowledge. • Optimize internal processes of ANI obtaining savings and efficiencies. • Improve the flow of communications between ANI, its concessionaires, auditors, and other actors, generating a relationship of trust between all parties and reducing downtime.
CURRENT REGULATIONS	Regulations for use of information and communication technologies apply. It is pertinent to clarify that, regarding the issue of the pandemic, digital use has been made more flexible throughout the Entity to facilitate communications.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: World-class infrastructure.

Project 13: Management and administration of airport projects.

JUSTIFICATION	Airport concessions in Colombia are developed as Public Private Partnerships (PPP), in which, through different forms of administration, the operation of an airport or a group of airports is handed over to a private administration for a predefined period. In this way, a deep knowledge about management and administration of airport projects is essential to establish administrative, economic, technical, and operational conditions of the projects in charge of ANI.
OBJECTIVE	Learn about the development of new technologies for the management and administration of airport projects.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand seeks training from international experts on management, administration, and operation of airport projects concessions.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training by international experts on management and administration of airport concessions. In particular, the need is to learn about implementation of the latest technologies within the challenges of COVID-19 and future associated risks.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Improved decision-making in regular and risky situations. • Appropriate lessons learned from managing COVID-19 in other airport projects. • Implementation of measures that guarantee the operation of airport projects at the maximum level allowing national and international air connectivity under pandemic situations. • Incorporate the use of new technologies in new airport concession contracts in accordance with lessons learned in other countries.
MAIN SDG TO WHICH IT RESPONDS	8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Line of demand: World-class infrastructure.

Project 14: Training of future jobs in the railway mode.

JUSTIFICATION	Since the end of the 20th century, transport policies in the world promote multimodality fostering efficiency and sustainability. The importance of reducing the environmental impacts and the costs of negative transport externalities raises the need to reconfigure the logistics chain to favor the use of modes such as rails and rivers. In Colombia, the reactivation of rail would bring advantages for the mobilization of heavy industry and high-volume products from production centers to the seaports located in the Atlantic and Pacific oceans. The participation of the rail mode, both for cargo and passengers, contributes to the economy in the reduction of logistics costs which leads to lower prices of transported goods and increases levels of competitiveness (ECLAC, 2013). The rail mode has mobilized on average the 21% of the country's total cargo which becomes the second mode of importance - especially for coal - after road freight transport. Even though rail is very important for the country, there is no formal training for operational, tactic and strategic rail personnel either to work or to structure or manage contracts.
OBJECTIVE	Line of demand seeks the support from rail experts with training for future jobs in the mode at an operational, tactical, and strategic level, as well as personnel from auditing firms and future project structurers.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand seeks support with training for future jobs in the rail mode at the operational, tactical, and strategic level, as well as personnel from auditing firms and future mode structurers.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training by international experts on rail projects for people involved in structuring, construction, and operation stages.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Strengthening the Colombian rail mode by applying lesson learned in other countries. • Develop rail mode training programs with the support of SENA (National Service of Learning) or other academic institutions.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: Finance and infrastructure risks.

Project 15: Risk assessment and management.

JUSTIFICATION	Risk assessment and management is a process to identify, evaluate, manage, and control potential events or situations to provide reasonable assurance of achieving ANI's main objectives.
OBJECTIVE	Analyze and subsequently improve ANI's risk assessment and management practices to favor the identification of threats, obstacles and opportunities and thus increase the scope of the objectives set by the entity and each process managed has its adequate follow-up and control.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand is focused on improving valuation and risk management practices, asset valuation and the use of carbon credits to finance infrastructure for different modes of transport.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training on successful experiences in relation to risk assessment and management associated with different modes of transport.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Assertiveness in decision-making in the execution of multimodal infrastructure projects in relation to risk assessment and management. • Knowledge transfer from countries that have implemented standards or best practices related to risk assessment and management. • Assertiveness in decision making in the execution of multimodal infrastructure projects.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: Regulatory Advances

Project 16: PPP Schemes

JUSTIFICATION	Public-Private Partnerships (PPPs) in transportation infrastructure are administrative contracting schemes through which the private sector is linked in the execution and operation of a transportation civil work or on a provision of a service of general interest.
OBJECTIVE	Improve the practices of structuring, contractual management and in general, regulatory developments, related to the use of the PPP scheme for infrastructure in all modes of transport.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand is focused on identifying success stories and lessons learned from governments, in relation to structuring, contractual management and regulatory advances of PPP in all modes of transport.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training of successful experiences in PPP structuring and contract management practices, and regulatory advancements.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none">• Assertiveness in the structuring of new projects with the PPP scheme.• Knowledge transfer from countries that have implemented innovative PPP schemes.• Learn success cases from governments that have implemented new regulations and innovative PPP schemes.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: Regulatory Advances

Project 17: Design of multimodal transportation policies.

JUSTIFICATION	To strengthen Colombia's progress in terms of roads, airports, ports, and rails, and to make them sustainable in the long term, the Government released the Intermodal Transport Master Plan (PMTI) 2015-2035. This plan is a commitment to organize the country's transportation infrastructure growth efficiently and strategically, through a network that connects all regions, prioritizing the projects that will have greatest impact on national economy. In particular, the plan promotes multimodality, but the country lacks policies to make this goal a reality.
OBJECTIVE	Improve the design of multimodal transport policies to carry out efficient operations that contribute to the country's connectivity to generate greater progress in the regions.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	Training related to structuring, regulatory advancements, and institutional collaboration for the design of policies related to multimodal transportation in Colombia.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training related to structuring, regulatory advancements, and institutional collaboration for the design of policies related to multimodal transportation in Colombia.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Assertiveness in structuring, regulatory advances and institutional collaboration to design and implement multimodal transport policies. • Knowledge transfer from countries that have implemented innovative multimodal transportation policies.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: World class infrastructure

Project 18: Search for pre-investment resources for public initiative projects.

JUSTIFICATION	Given the limited amount of resources that the government must invest in structuring public initiatives, it is necessary to look for additional financial resources for pre-investment stages. Some of these resources may come from foreign governments, multilateral entities, or private agents.
OBJECTIVE	Achieve world-class structuring with the support from foreign governments, multilateral entities, or private agents to fund pre-investment stages of infrastructure transportation projects.
TYPE OF COOPERATION REQUIRED	Non – refundable financial resources.
PROJECT DESCRIPTION	This line of demand supports for the structuring of strategic projects that given the limited number of resources available, it is not possible to carry out their structuring.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Get resources to develop technical, financial, and legal structuring of projects where the government has no more fiscal space to support.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • Get external resources to carry out public structuring. • Achieve high-level structuring to get good results during contract management. • With a greater number of infrastructure projects available to the Colombian population, employment and sustainable development are possible.
MAIN SDG TO WHICH IT RESPONDS	9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Line of demand: Social Infrastructure.

Project 19: Mitigation of impacts from transportation infrastructure.

JUSTIFICATION	The construction of infrastructure projects contributes to exerting a lasting effect on various aspects of society, human lives, economy, and environment. Such projects started with the objective of improving lives of the population and contributing to a minimum impact on the environment. For this reason, it is considered of great importance to seek international cooperation that allows the adoption of programs and policies aimed to mitigate the impacts to the population and the environment.
OBJECTIVE	Prevent risks in execution of civil works by reducing negative impacts to the environment, guaranteeing coexistence with the population, and fostering economic development of the community.
TYPE OF COOPERATION REQUIRED	Technical cooperation.
PROJECT DESCRIPTION	This line of demand supports the adoption of programs and policies aimed at mitigating the impacts generated by projects on the population and environment.
DESCRIPTION OF ACTIVITIES AND / OR INSTRUMENTS THAT ARE REQUIRED	Training by experts in successful stories from governments that have adopted measures and implemented policies to prevent the negative impact of infrastructure projects on the environment and on human population, near the territory where the projects will be executed.
INFLUENCE OF THE COOPERATION PROJECT ON THE ENTITY (ANI)	<ul style="list-style-type: none"> • The population and the environment in the territories in which projects are built, must be considered to carry out a correct execution and to make projects more efficient and equitable. • Knowledge transfer from countries that have implemented successful policies and measures to make projects more sustainable and equitable. • Follow-up on success cases in the adoption of measures and implementation of policies.
MAIN SDG TO WHICH IT RESPONDS	16. Promote just, peaceful, and inclusive societies.