IDB SUPPORT TO GLOBAL AND REGIONAL INTEGRATION IN LATIN AMERICA AND THE CARIBBEAN
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Prologue

“Integration is in the Bank’s DNA.”
(Luis Alberto Moreno, IDB President)
The importance of integration as a means toward growth and development has long been recognized in Latin America and the Caribbean (LAC). As the region’s partner of choice and its leading source of development financing, the Inter-American Development Bank (IDB or Bank) has, since its establishment in 1959, positioned itself as the “Bank of integration”, providing innovative solutions to support its member countries in meeting their evolving integration goals.

In 2010, in the context of the IDB Ninth General Capital Increase (GCI-9), the Board of Governors reaffirmed this commitment by designating regional and global integration as an institutional priority for the 2010-2015 period. Additionally, the Governors mandated that, by the end of 2015, at least 15 percent of the Bank’s annual lending be devoted to integration operations.

To implement this ambitious strategy, the Bank has made use of a series of instruments tailored to the needs of its member countries, namely: institutional support to the region’s main initiatives and strategic dialogues on integration, technical and financial assistance, and generation and dissemination of knowledge. These efforts have all been underpinned by an organizational structure constantly improving to better respond to the region’s demands, and delivered in collaboration with various regional and international partners.

With the conclusion of the institutional strategy’s implementation period, and the approval of an updated strategy that ratified the Bank support to integration as one of its utmost priorities, we are proud to report that the lending target was not only achieved, but also considerably exceeded. But even more significant than this quantitative achievement was the qualitative improvement of the Bank’s portfolio in support of integration. This report summarizes some of the activities that allowed the Bank to fulfill and strengthen its commitment to integration in Latin America and the Caribbean.

Information in this report refers to the period of implementation of the IDB Institutional Strategy between 2010 and 2015.
A Revamped Plan for Integration

Since 2010, when integration was designated one of its five institutional priorities, the IDB has implemented a series of actions to deliver on this strategic objective. Measures included the articulation of a strategic vision, improvements to the Bank’s organizational structure and internal coordination mechanisms, and greater emphasis on external partnerships to catalyze resources and knowledge in support of the region’s integration efforts.
INSTITUTIONAL MILESTONES

In the last five years, the IDB reached a series of milestones in its support to integration. These included the implementation of the Board of Governors' mandate through the approval of the Sector Strategy to Support Competitive Global and Regional Integration, of its related Action Plan, and of the Updated Institutional Strategy covering the next five years.

2010
NINTH GENERAL CAPITAL INCREASE OF THE IDB

The IDB Board of Governors established regional and global integration as one of five institutional priorities and determined that at least 15 percent of annual Bank lending – by value of projects – should be dedicated to integration operations by the end of 2015. This amounted to an average annual integration portfolio of 1.8 billion dollars.

2011
SECTOR STRATEGY TO SUPPORT COMPETITIVE GLOBAL AND REGIONAL INTEGRATION

The Board of Executive Directors endorsed the strategic thrust of simultaneously supporting the software – policies and regulatory frameworks – and the hardware – physical infrastructure – of integration, while leveraging cooperation through the production of regional public goods.

2012
ACTION PLAN FOR THE SECTOR STRATEGY

Senior Management mapped the road to meeting the 15 percent target by defining 27 actions to implement the new strategic approach to integration. The Action Plan developed a package of instruments to support integration, outlined an institutional framework for delivery, and created monitoring and evaluation protocols to measure progress.

2015
UPDATE TO INSTITUTIONAL STRATEGY 2010-2020

The Board of Governors approved an Updated Strategy that identified limited economic integration as a major challenge facing LAC. By ratifying the approach based on software-hardware complementarities, the Strategy seeks to increase integration beyond market access to foster production-sharing schemes.
The IDB has made available to its member countries a broad array of instruments to support their integration goals. The combination of these instruments, which include institutional support to strategic initiatives and dialogues, technical cooperation and lending, and generation and dissemination of knowledge, allowed the Bank to focus on its comparative advantages, while tailoring interventions to the particular needs of individual member countries and sub-regions.

“To implement its strategic vision, the IDB identifies best practices, shares successful modes of intervention among member countries, and finances projects using innovative instruments tailored to the region's integration agenda.”
As set out in the Action Plan for the Sector Strategy, the IDB’s organizational structure and instruments have been revamped to support strategic programming dialogues tailored to the needs of each LAC sub-region, and monitoring and evaluation tools have been developed to track the results of the Bank’s and the region’s integration efforts.

In a mutually-supportive structure, IDB Sectors strengthened the integration character of their operations and provided strategic support to Country Departments, which, in turn, revised their processes to carry out integration-focused policy and programming dialogues with national and regional counterparts.

Ordinary capital and donor resources were allocated to dedicated technical cooperation funds, while innovative lending modalities were developed to provide adequate support to integration initiatives and operations, all underpinned by in-house produced cutting-edge knowledge.

Mechanisms were established at all levels to monitor and evaluate integration efforts: at the project level, independent evaluations were carried out to learn best practices; at the portfolio level, guidelines were prepared to identify operations contributing to integration; and at the institutional level, a new results framework was approved with a comprehensive set of indicators.

Programming processes were adapted to the specific needs of countries and sub-regions: a Strategic Agenda on Integration pilot dialogue was implemented in the Caribbean region, an innovative cross-regional dialogue was undertaken with Southern Cone and Andean countries, and support to established initiatives was provided in Central America and Mesoamerica.
**Regional Infrastructure Integration Fund (RIIF)**

**Multidonor Integration Fund**
Established in the context of the IDB Integration Strategy to support:

- Regulatory reforms and harmonization
- Institutional capacity building
- Simultaneous investment in integration hardware and software

Total Contribution: **US$22 million**
Projects in Execution: **16**
Projects Finalized: **6**

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**Aid for Trade (AfT)**

**Multidonor Trade Fund**
Established to support the implementation of trade and integration agreements through:

- Strengthening of trade policies
- Promotion of the services sector
- Support for compliance of agricultural standards
- Promotion of trade facilitation and security measures

Total Contribution: **US$14 million**
Projects in Execution: **4**
Projects Finalized: **25**

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**EXTERNAL PARTNERSHIPS**

The IDB has partnered with regional and international organizations, other development banks, bilateral agencies and various foundations and private sector institutions, with which it shares the mission to support integration, in a series of sector-specific initiatives. Moreover, it has played a catalytic role in mobilizing and managing donor funds to deepen and widen the reach of its integration efforts.

«THE BANK IS MERGING THE AFT AND THE RIIF FUNDS INTO AN ENHANCED REGIONAL INTEGRATION FUND THAT WILL SUPPORT INITIATIVES TO HARMONIZE REGIONAL REGULATION, BUILD CAPACITY AND INSTITUTIONS, AND LEVERAGE INTEGRATION SOFTWARE AND HARDWARE INVESTMENTS.»


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**Donors**

- Canada
- European Union
- ADB
- OECD
- World Customs Organization

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**Other Partners**

The IDB has signed Memoranda of Understanding with the following international organizations to cooperate in implementing the institutional strategy on global and regional integration:

- European Commission
- International Trade Centre
Setting the Stage

The IDB leveraged its expertise and position as an honest broker to enhance the effectiveness of the region’s institutional architecture for integration. Activities in this area included providing support to major regional cooperation initiatives, and assisting its member countries in effectively participating in bilateral, regional and multilateral trade and economic integration agreements.
The Bank has actively promoted cooperation initiatives by employing its convening power to overcome coordination challenges, and by providing institutional, technical and financial support to achieve their long-term strategic visions. The IDB has supported the region’s major integration initiatives in areas as varied as infrastructure, productivity and competitiveness, financial integration, health, and many others.

— Alliance of Central American Markets (AMERCA)
— Andean Electrical Interconnection System (SINEA)
— Caribbean Growth Forum
— Center for Advanced Studies in Broadband for Development (CEABAD)
— Central American Electrical Interconnection System (SIEPAC)
— Citizen Security
— Compete Caribbean
— Demand Solutions: Ideas for Improving Lives
— Emerging and Sustainable Cities Initiative (ESCI)
— Fondo Regional de Tecnologia Agropecuaria (FONTAGRO)
— Initiative for the Integration of Regional Infrastructure in South America (IIRSA/COSIPLAN)
— Innovation Lab (I-Lab)
— Inter-American Network of International Trade Single Windows (RedVUCE)
— Latin American Integrated Market (MILA)
— Mesoamerican Integration and Development Project
— Mesoamerican Coordinated Border Management Program
— Multi-donor Energy Co-financing Facility for Caribbean Sustainability
— Network for Pensions in Latin America and the Caribbean (PLAC)
— Pathways to Prosperity
— Plan for the Alliance for the Prosperity of the Northern Triangle
— Salud Mesoamerica Initiative
— Sustainable Energy for All (SE4All)
— Technical Support Network of Employment Services in LAC (Red SEALC)

At the request of its member countries, the IDB has supported the implementation of trade and economic integration agreements undertaken at the global, regional, and extra-regional levels. In addition, the Bank has provided specialized advisory services on trade issues and directed technical assistance to projects that promote and strengthen regional integration institutions.

The IDB has provided technical and financial support to the Pacific Alliance, the most recent integration initiative in LAC established in 2012, which brings together Chile, Colombia, Mexico and Peru.

The IDB has also provided support and collaborated with all traditional integration schemes in the region.
Bringing the Players Together

The IDB has helped sustain and advance a long-term vision for regional integration by promoting strategic dialogues with and between the public and private sectors. In these dialogues, consensus is built, knowledge is shared, and trade and investment opportunities are promoted.
## PUBLIC POLICY DIALOGUES

By organizing gatherings such as the Annual Meeting of Finance Ministers (RFM) and Regional Policy Dialogues (RPD), the IDB has provided a platform for high-level discussions on LAC’s integration and cooperation agenda, and for knowledge sharing between government officials and international experts.

- Annual Meetings of Finance Ministers of the Americas and the Caribbean
- Regional Policy Dialogues
  - Citizen Security
  - Climate Change
  - Disaster Risk Management
  - Education
  - Energy
  - Environmental & Social Safeguards
  - Financial Institutions
  - Fiscal Management
  - Gender Equality & Diversity
  - Innovation
  - Labor Markets & Social Security
  - Macroeconomic Policy & Finance
  - Open Government
  - Social Protection & Health
  - Trade & Integration
  - Transport
  - Water & Sanitation

## PUBLIC-PRIVATE SECTOR DIALOGUES

The IDB has periodically organized business fora with the goal of promoting trade and investment. These fora, carried out at the highest political level and organized on a geographical or thematic basis, are attended by hundreds of business leaders, and often include business match-making sessions.

- CEO Summit of the Americas
- Foro de Emprendimiento de Innovación LAB4* de la Alianza del Pacífico.
- FOROMIC
- LAC Flavors
- Latin America and the Caribbean-Asia Business Fora.
  - China-LAC
  - Japan-LAC
  - Korea-LAC
- Latin American and Caribbean Forum for Innovation in SME Finance (FINPYME)
- PPPAmericas
- Outsource2LAC

## IDB OPERATIONAL DIALOGUES

Through operational dialogues, the IDB has supported member countries in identifying pipelines of potential investments and policy reforms in the main thematic areas of regional and global integration, ensuring alignment with the country strategy process and facilitating intersectoral coordination.
Keeping an Eye on the Goal

In its 50 years, the IDB has mobilized funds and expertise to support the regional and global integration of its member countries. Since the approval of the Integration Strategy in 2011, funding for integration operations has consistently surpassed the 15 percent target of total approvals established by the Board of Governors.
IDB LENDING TO INTEGRATION

Between 2011 and 2015, the IDB financed 225 integration projects, totaling over 14.5 billion dollars. These projects, implemented throughout the region, included both sovereign-guaranteed and non-sovereign guaranteed operations, and promoted all areas of integration.

Since 2012, lending to integration operations has surpassed the 15-percent target established by the Board of Governors.

Operations addressed bottlenecks in the integration hardware (physical infrastructure), as well as in the integration software (rules and regulations).
Interventions were tailored to the needs of each country and sub-region, taking into consideration their borrowing capacity.

Integration was supported through both sovereign guaranteed and non-sovereign guaranteed operations.
The IDB has placed special emphasis on software projects that aim to facilitate the movement of goods, services and factors of production across borders by aligning and updating regulatory frameworks, streamlining trade processes and procedures, and supporting the internationalization of private operators.

**PRIVATE SECTOR DEVELOPMENT**

Projects aim to promote the development of the private sector as well as their integration into global value chains, with particular emphasis on small and medium enterprises (SMEs) and women-led enterprises.

**EXPORT PROMOTION AND INVESTMENT ATTRACTION**

Projects help firms connect with foreign consumers and investors by developing country and sector image promotion strategies, identifying high-potential markets and sectors, and other activities that contribute to countries’ value proposition.

**REGULATORY AND INSTITUTIONAL FRAMEWORK REFORMS**

Projects aim to streamline individual countries’ regulatory frameworks and to harmonize them across the region to create a more attractive environment for businesses.

**TRADE FACILITATION AND CUSTOMS MODERNIZATION**

Projects target bottlenecks along the logistics chain, particularly at the border, to reduce transaction costs, and increase the ability of producers to compete in global markets.

**FINANCIAL INTEGRATION**

Projects intend to promote and facilitate the development of a more efficient regional financial market through regulatory harmonization and stock market integration.
FOREIGN TRADE SINGLE WINDOWS

An example of the support to integration software projects through a mix of national and regional activities (national software loans shaded in the map).

REGIONALIZATION OF THE APPROACH
Fostered partnerships and provided regional public goods and technical cooperation funds.

IMPACT ANALYSIS
Prepared a trade facilitation study “Out of the Border Labyrinth”.

SUSTAINABILITY
Built capacity through 20 courses provided to over 700 people.

CONSENSUS BUILDING

TOTAL
# OF PROJECTS, 2011-2015
- Regional
- Private Sector Development 20
- Export and Investment 9
- Institutional Reforms 10
- Trade Facilitation 116 (of which 108 TFFP)
- Financial Integration 7

The IDB provided support to the Interoperability of Trade Single Windows in the Pacific Alliance and the implementation of Coordinated Border Management in Central America.

The Trade Finance Facilitation Program (TFFP) was created in 2005 to support LAC banks’ access to international trade finance.
HARDWARE ACTIVITIES

The IDB has financed the upgrading and expansion of national infrastructures in areas such as transportation, energy and telecommunications, and enhanced their connectivity at the regional level to reduce cross-border transaction costs and boost regional competitiveness, thereby promoting productive integration.

TRANSPORT

Projects aim to improve the quality and expand the coverage of national transport networks, enhance the efficiency of their modal composition, increase transport connectivity within and across countries, and develop sustainable trade and integration corridors.

ENERGY

Projects support the reduction of production costs through improved national energy generation and distribution systems, interconnection of power grids across countries, and joint planning of energy projects.

TELECOMMUNICATIONS AND OTHER INFRASTRUCTURE

Efforts include projects to expand and upgrade national and regional information and communications infrastructure, improve urban planning, and ensure balanced territorial development, among others.

BORDER CROSSINGS

A new generation of projects brings together hardware and software elements to facilitate trade and increase trade security by optimizing border control procedures and infrastructure and supporting the coordinated management of border posts.
ENERGY INTEGRATION
An example of the support to integration hardware projects through a mix of national and regional activities (participating countries shaded in the map).

TECHNICAL AND FINANCIAL ASSISTANCE
Financed over 50% of the infrastructure, as well as technical cooperation for institutional set-up.

PRIVATE SECTOR PARTICIPATION
Created investment opportunities in national and regional power generation and transmission.

The IDB provided support to the development and implementation of the Central American Electrical Interconnection System (SIEPAC) and the Regional Electricity Market (MER).

PUBLIC DIALOGUES
Fostered political commitment to advance with necessary international treaties, regulatory reforms and investments.

REGIONAL PUBLIC GOODS
Optimized national markets and supported the regionalization of power infrastructure.

TOTAL
# OF PROJECTS, 2011-2015

- 46 Transport
- 14 Energy
- 3 ICT and Other Infrastructure
- 3 Border Crossings
Leveraging Cooperation

The IDB has fostered cooperation in both the public and the private sectors. In the public sector, it has supported collective initiatives that address common or cross-border challenges through the provision of regional public goods. At the same time, the Bank has connected firms through the establishment of the premier social network for businesses in the Americas.
Technical cooperation (TC) activities increase countries’ ability to formulate and implement integration projects. Moreover, it is mostly with TC funds that the Bank fulfills its role of “honest broker”, that is, a partner capable of employing its convening power to overcome coordination problems.

38% of all TC operations by value and 30% by number were regional, meaning that they involved more than one country. Additionally, many national TCs contributed to the regional and global integration of national economies.

Regional TCs have been implemented in all Bank sectors, including infrastructure (transport, energy, ICT, and other productive infrastructure), social (education, health and other social investments), trade and integration and governance.

“TECHNICAL COOPERATION IS THE OIL THAT KEEPS THE INTEGRATION ENGINE RUNNING.”
REGIONAL PUBLIC GOODS INITIATIVE
An initiative that allocates ordinary capital resources, on a competitive basis, to project proposals generated by a minimum of three countries in LAC, provided that they contribute to addressing common development challenges and opportunities through regional collective action and cooperation.

WHO BENEFITS?
A minimum of 3 countries must be involved in the submission of proposals through an annual call. The Initiative is open to projects in any area in which the Bank is active. However, alignment with the IDB’s goals, objectives and priorities is a selection criterion.

WHAT ARE THE GOALS?
• Coordination of public policy
• Promotion of regional cohesion
• Accumulation of knowledge and innovation
• Development of regional strategies for global fora

THE REGIONAL PUBLIC GOODS INITIATIVE CONSTITUTES AN INNOVATIVE APPROACH TO SOUTH-SOUTH COOPERATION."
An innovative social media platform that offers business access to contacts, purchasing announcements, online courses, financial information, and business events and fairs.

«CONNECTAMERICAS ALSO HAS A PLATFORM DEDICATED TO BUSINESSWOMEN. EXCLUSIVE TOOLS AND BUSINESS OPPORTUNITIES ARE AVAILABLE THROUGH: CONNECTAMERICAS.COM/WOMEN.»

**WHO BENEFITS?**

Any firm can access the platform and join free of charge to establish contacts and use all available tools. Members can access potential clients, providers, partners, and investors from LAC and other regions of the world.

**WHAT ARE THE GOALS?**

- Connect: Find new opportunities for businesses.
- Learn: Inform how to expand businesses into other countries.
- Finance: Explore financing options available for businesses.
A private sector driven initiative facilitated by the IDB aimed at fostering a high level public-private policy dialogue among business and government leaders on the priorities, challenges, and opportunities for the economic and social development of the region.

(Americasbd.org)

How is it organized?

In order to ensure an effective organization, the ABD is carried out through Working Groups on:

- Energy
- Finance
- Global and Regional Integration
- Human Capital and Innovation
- Infrastructure, Logistics and Connectivity
- Natural Resources
- Regulatory Cooperation
- Trade Facilitation

Recommendations

The ABD Report “From Dialogue to Action: Policy Recommendations and Public-Private Partnership Proposals” includes 30 recommendations and proposals focused on:

- improving infrastructure and strengthening trade,
- facilitating financial resources to spur growth and development,
- stimulating innovation and entrepreneurship and developing human capital, and
- maximizing the potential of the region’s energy and natural resources.

“<<The proposals that the business community brought to the ABD are very opportune. The excellent recommendations of the ABD’s working groups are a concrete contribution to the collective efforts to enhance our productivity. At the IDB, we are proud to have been part of their discussion and preparation.>>

(Remarks by IDB president Luis Alberto Moreno at the II CEO Summit of the Americas)
The IDB has a long history of generating and disseminating knowledge on innovative topics related to the integration agenda of LAC. Since 2010 the Bank has intensified its knowledge production efforts, reinforcing its intellectual leadership and retaining its role of regional brain trust on integration issues.
INFORMATION SYSTEMS

Building upon its experience with INTrade, the IDB is promoting the RTA Exchange, an online platform for discussion and exchange of information on trade agreements, which adds to the extensive selection of information systems hosted by the Bank.

WHAT IS IT?

INTrade (intradebid.org) is an online gateway that provides comprehensive information on trade agreements that can be tailored to the specific needs of analysts, negotiators and businesses.

TOOLS

Based on INTrade, the Bank publishes the Trade and Integration Monitor and the Trade Trend Estimates, and provides advisory services and capacity building to government personnel on modeling and other trade assessment tools.

12 MILLION
TARIFF PREFERENCES

1 MILLION
RULES OF ORIGIN

110 COMMERCIAL AGREEMENTS

FREE DOWNLOAD

INSTRUCTIONS FOR EXPORTING OVER 5,000 PRODUCTS
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<th>WHAT IS IT?</th>
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<td>The RTA Exchange initiative provides a forum for dialogue on various regional trade agreement issues, including the interplay between regional and multilateral rules and institutions.</td>
<td>The RTA Exchange website (rtaexchange.org) is an interactive tool that provides information on RTAs, including data, research, resources and news.</td>
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### NUMBERS FOR DEVELOPMENT

**DATA.IADB.ORG**

Numbers for Development (data.iadb.org) is the newest IDB data portal that allows users to explore, visualize, and download data on a variety of topics produced by the Bank in over 50 years of analytical work.
The Bank has long produced cutting-edge knowledge on a variety of integration themes to engage client countries and retain their trust as a preferred integration partner. (publications.iadb.org)

<table>
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<th>TRADE COSTS</th>
<th>TRADE AND INTEGRATION MONITOR AND TREND ESTIMATES</th>
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<tr>
<td>In-depth studies documenting the level of trade costs faced by LAC producers and proposing policy measures to address them.</td>
<td>Annual reports monitoring the state of LAC integration into the global economy.</td>
<td>Data-intensive analyses measuring the international and domestic costs imposed by deficient infrastructure, and sharing best practices.</td>
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<th>LAC-ASIA COOPERATION</th>
<th>PACIFIC ALLIANCE SERIES</th>
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<td>Series addressing the integration of LAC and Asian countries, particularly China, Japan and Korea.</td>
<td>A data-intensive study focusing on transport and logistics, and a series addressing the challenges and opportunities of financial integration that aim to support the integration process of Pacific Alliance member countries.</td>
<td>Research produced by the Institute for the Integration of Latin America and the Caribbean (INTAL) on the benefits of integration and the region's trade dynamics.</td>
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The Capacity Building Program offered by the IDB and its partners aims to build a critical mass of integration agents, recognizing that training and the creation of networks and communities of practice are essential in moving the integration agenda forward in LAC.

**PARTICIPANTS**

The Program is directed to officials and technical experts in public and private institutions, whose daily activities are directly related to the courses’ subject matters. Participants may join a community of practice to remain engaged with professionals from other countries.

**TOPICS**

Over 160 courses are offered in 5 clusters:
- Trade facilitation/Security and Customs
- Innovation and Implementation of Trade Agreements
- Export Promotion and Investment Attraction
- Physical Integration
- International Development Cooperation

**OVER 160 COURSES DELIVERED**

**OVER 6000 PEOPLE TRAINED**

49% WOMEN

83% SUCCESS RATE

**MODALITIES**

Courses are tailored to needs and audiences:
- Online tutored courses
- Seminars
- Massive Open Online Courses (MOOCs) for companies
- Communities of Practice for professionals

**FEATURES**

The Program aims for excellence by providing:
- Innovative topics and methods
- Highly specialized and up-to-date academic materials
- Tutors with deep theoretical and practical knowledge
- Highly customized attention
The Institute for the Integration of Latin America and the Caribbean (INTAL) seeks to generate and disseminate knowledge on the benefits of integration processes, the trade dynamics of the region, and the impact of new technologies on trade strategies. (iadb.org/intal)

INTAL-LAB, a physical and virtual space, is a regional initiative that contributes to the generation of ideas, projects and ventures aimed at enhancing the linkages between trade, integration, and innovation. Topics include: big data, the Internet of Things, artificial intelligence, and export diversification.

INTAL serves as the secretariat of COSIPLAN-IIRSA, coordinating its activities, and managing the COSIPLAN Information System to ensure transparency in project implementation. The IDB also provides financial and technical resources to support the development of regional infrastructure and strengthen countries’ ability to implement commitments.

INTAL coordinates the IDB partnership with Latinobarómetro, which aims to collect, analyze and disseminate opinions about key themes impacting public policy formulation related to integration in the region. Studies make use of innovative data collection methods, traditional surveys, and official statistics from 18 countries of the region.

INTALENT is a competition for innovators in creative industries, and aims to showcase ventures that generate an impact on commerce and integration by deepening trade relations between the various markets in the region. The most recent winner was Stereotheque, a multimedia platform to explore music based on location, preferences, proximity and serendipity.
This document summarizes some of the activities carried out by the Inter-American Development Bank (IDB) in support of integration in Latin America and the Caribbean, as mandated by the Board of Governors in the context of the Ninth General Increase in the Resources of the IDB (GCI-9) during the period of implementation of the Institutional Strategy between 2011 and 2015.

The document was prepared by the Integration and Trade Sector (INT) of the Vice-Presidency for Sectors and Knowledge (VPS), with inputs from the Infrastructure and Environment Sector (INE), Institutions for Development Sector (IFD), Social Sector (SCL), Department of Research & Chief Economist (RES), and Knowledge and Learning Sector (KNL) of the VPS, Country Department Andean Group (CAN), Country Department Caribbean (CCB), Country Department Central America (CID), and Country Department Southern Cone (CSC) of the Vice-Presidency for Countries (VPC), the Office of Strategic Planning and Development Effectiveness (SPD), the Office of Outreach and Partnerships (ORP), and the Inter-American Investment Corporation (IIC). It does not constitute a comprehensive official activity report of the IDB.

For additional information visit: www.iadb.org

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