



SALTA  
2030

together for the future

# EXECUTIVE SUMMARY STRATEGIC DEVELOPMENT PLAN



CFI

CONSEJO FEDERAL  
DE INVERSIONES



CONSEJO ECONÓMICO SOCIAL  
PROVINCIA DE SALTA



**CONSEJO ECONÓMICO SOCIAL  
PROVINCIA DE SALTA**

On June 2, 1986 Salta's constitution was reformed. Its reformed version includes article 77, which dictates the establishment by law of the Economic and Social Council.  
Law No. 7784 (enforced) the creation of the Economic and Social Council of Salta, an agency of the Executive Branch, created on August 15, 2013.  
The Council's governing structure is made up of: Chairman, two Vice-Chairmen and its board members.

**Chairman: Julio Cesar Loutaif, Accountant -Representative of the Provincial Executive authority.**  
**1st Vice Chairman: Agricultural Engineer Fernando Fortuny -Rural society of Salta.**  
**2nd Vice Chairman: Rubén Aldo Aguilar - Construction Workers Trade Union of the Argentine Republic (UOCRA by its Spanish acronym).**

**1) Representatives of the Executive power of the province:**

Chairman: **Julio Cesar Loutaif**  
Chairman: **Alfredo De Angelis**  
Chairman: **Daniel Ramiro Sánchez Fernández**

**2) Representatives of the municipalities of the province:**

● **Mayors Forum of the province**  
Chairman: **Sergio Omar Ramos**  
Vice-chairman: **Consuelo De La Serna**  
Chairman: **Gustavo Bernardo Dantur**  
Vice-chairman: **Norma B. del Valle Rocha**

**3) Trade Union Representatives of private sector workers:**

● **Construction Workers Trade Union of the Argentine Republic (UOCRA)**

Chairman: **Rubén Aldo Aguilar**  
Vice-chairman: **Norberto Edgardo Ortiz**

● **Trade Union of Commercial Employees**  
Chairman: **Orlando Cesar Guerrero**  
Vice-chairman: **Carlos Eduardo Madrazo**

**4) Trade Union Representatives of Public Service Workers:**

● **Association of Public Servants**  
Chairman: **Juan Francisco Arroyo**  
Vice-chairman: **Oscar Víctor Barros**

● **Union of Civilian Personnel of the Nation UPCN**  
Chairman: **Gustavo Daniel Soto**  
Vice-chairman: **Raúl Alfredo Torres**

**5) Representatives of liberal Professions Association:**

● **Professional Council of Economic Sciences**  
Chairman: **C.P.N. Jorge Alberto Paganetti**  
Vice-chairman: **C.P.N. Carlos Miguel Joya**

● **Professional Council of Land Surveyors Engineers and Related (COPAIPA)**  
Chairman: **Normando Fleming**  
Vice-chairman: **Marianela Ibarra Afranille**

**6) Representatives of Indigenous Communities:**

● **Provincial Institute for Indigenous Peoples of Salta (IPPIS)**  
Chairman: **Paulino Rueda**  
Vice-chairman: **Betina López**  
Chairman: **Miguel Orlando Siarez**  
Vice-chairman: **Anastacio Vilca Condorí**

**7) Representatives of Agricultural, Livestock and Forest Organizations:**

● **Rural Society of Salta**  
Chairman: **Ing. Fernando Fortuny**  
Vice-chairman: **Ignacio Lupión**

**8) Representatives of Trade Organizations:**

● **Chamber of Commerce and Industry of Salta**  
Chairman: **Rubén Barrios**  
Vice-chairman: **Javier Cornejo Solá**

**9) Representatives of Industrial Trade Organizations:**

● **Industrial Union of Salta**  
Chairman: **Ing. Daniel Chávez Díaz**  
Vice-chairman: **Julio Usandivaras**

**10) Representatives of Mining Trade Organizations**

● **Chamber of Mining of Salta**  
Chairman: **Rodrigo Frías**  
Vice-chairman: **Facundo Huidobro**

**11) Representatives of Tourism Organizations:**

● **Chamber of Tourism of Salta**  
Chairman: **Carlos Ruíz Echazú**  
Vice-chairman: **Alejandro Cha Usandivaras**

**12) Representatives of Small-scale Farmers:**

● **Provincial Forum of Family Farming**  
Chairman: **Lucía Ruíz**  
Vice-chairman: **Inés Villada**

**13) Representatives of the Chamber of S&MEs:**

● **Chamber of Commerce and Industry Orán/Metán**  
Chairman: **Nelly M. Bruno de Retamozo**  
Vice-chairman: **Fernando S. De San Román**

**14) Representatives of the National University:**

Chairman: **Hugo Ignacio Llimos**  
Vice-chairman: **Felipe Guillermo Biella**

**15) Representatives of the Catholic University of Salta:**

Chairman: **Rodolfo Gallo Cornejo**  
Vice-chairman: **Federico Colombo Speroni**

**16) Representatives of Human Rights non-governmental Organizations:**

● **Dr. Miguel Ragone Association**  
Chairman: **Fernando Mi. Pequeño Ragone**  
Vice-chairman: **Stella Pérez de Bianchi**

**17) Representatives of Non-governmental organizations of Social Management:**

● **Alfarcito Foundation**  
Chairman: **Gustavo Lee**  
Vice-chairman: **Rodolfo Lienemann**

**18) Representatives of Non governmental organizations of Cultural Management:**

● **Salta Foundation**  
Chairman: **Federico Abel Saravia Toledo**  
Vice-chairman: **Dante Raúl Apaza**

**19) Representatives of Non-governmental organizations in Environmental Management:**

● **Proyungas Foundation**  
Chairman: **Diego Alejandro Brown**  
Vice-chairman: **Sebastián Entrocassi**

**20) Representatives of Community Center Federation:**

● **Community Center Federation of the province**  
Chairman: **Adrián Zapana**  
Vice-chairman: **Rufino Alfredo Vizgarra**

**21) Representatives of National Agricultural Technology Institute (INTA)**

Chairman: **José Miguel Minetti**  
Vice-chairman: **Marcelo Rodríguez Faraldo**

**22) Representatives of the National Industrial Technology Institute (INTI)**

Chairman: **Dr. Guillermo Baudino**  
Vice-chairman: **Manuel Zambrano Echenique**

**23) Representatives of Religious Communities**

● **Israelite Alliance Association of Salta**  
Chairman: **Jorge Daniel Banchik**  
Suplente: **Mariela Teplixke**

● **Archbishopric of Salta**  
Chairman: **Pbro Angel Casimiro**



**SALTA 2030: STRATEGIC DEVELOPMENT PROGRAM (PDES 2030 by its Spanish acronym)**

Salta Foundation has worked to promote economic, social and cultural growth within the province of Salta. In 2009, with the conviction that private enterprise is the basis of comprehensive development, invited Salta’s key stakeholders to make an innovative exercise: to think among all salteños [people native of Salta] a suggestive project that will bring us all together in building a common future

Both, private and public sectors, with the collaboration of the IAE [Management and Business School of the Austral University] joined forces to create, from the heart of society, a unique Strategic Development Program: Salta 2030. The four steps -in which the preparation of the Plan was divided into- were launched.

**STEP I: Insight**

The goal of this step was to introduce Salta’s community to the idea and fundamental concepts of the program, highlighting the importance of generating common goals, which will enable Salta’s population to build the dream province they hope for.

This step was carried out between 2009 and 2010. 65 institutions (business chambers, universities, NGOs), 59 City Halls and 36 public entities, a total of 124 representative organizations<sup>1</sup> of the provincial society participated during this launching stage.

**STEP II: Diagnosis: (2010-2011)**

The aim of this step was to create a diagnosis resulting from the consensus of the whole community and to determine “amongst all” the strategic axes, that will enable society to reach

its goals in the long term.

A United Nations methodology (UNDP) was used in order to analyse competitiveness and vision of the period 2001-2009. The dimension of this sample comprised 401 surveys, 127 public institutions, 157 private companies and 117 individuals.

A. In order to develop this diagnosis, a proper assesment of the past and the present was required to envision the future. To this end, 17 History, Sociology and Economics experts contributed to the information gathering process. The culture and the way of being of the people of Salta were analyzed from an ontological perspective. These studies covered the analysis of:

- Myths and beliefs: the Catholic faith is one of the most fundamental beliefs in the popular identity .

Historical struggle for independence, love of country and respect for tradition have been of significance in the collective imagery of the people of

Salta.

- References:

- The gaucho tradition
- Conservative society
- Peronism as predominant ideology
- Modern entrepreneurs

- Values:

- Courage and sacrifice for noble causes
- Tradition as historical reference
- Religion
- The emergent values linked to business activity and trade
- Strong social identity associated with family, religion and the sense of homeland.

The United Nations methodology used in order to successfully carry out Step II involved numerous participatory surveys. Once the information was gathered, members of the board met with the members of the province and to validate the diagnostic findings. In that stage, 70 institutions participated during step II.

<sup>1</sup>The sample comprised a representative universe of 80% of the community and 35% of the business sector

-- Agreed upon strategic axis of the province at the diagnostic step:

1. Socially responsible Salta:

This axis refers to Salta building its future from its own cultural diversity and the unity of its ethnicities entrenched in religious identity and values shared over time. It refers to an equitable province that strives to attain fairer distribution of wealth, quality education accessible to all citizens, universal health care, security and justice for all. In short, a province that listens to all the voices and responds solving social needs.

2. Salta: talent and knowledge developer:

Salta has a dropout rate of 50% among high school students. Education must be up to the challenges posed by today's society. This axis aims for a province without illiteracy and with easy access to university for all.

3. The industrialization of our products:

It is essential to add value to the materials produced in Salta in order to maximize production, reduce freight charges applied in major

centers of consumption and offer new opportunities to Salta's entrepreneurs.

4. Leaders of the NOA [Argentine Northwest region]:

Due to its natural and human resources, its territory and its geopolitical position, Salta has the potential to be considered a lider within the region. However, in order to achieve this Salta's population must make a sustained effort to consolidate its position within the region, the country and South American.

5. Salta: connected to the world

Connection is always a source of opportunities for trade, development and exchange of goods and services. The proposal consisted in the province planning a physical infrastructure that strongly connects it with neighboring countries, with access to ports on the Atlantic and the Pacific and, resolving freight logistics and its costs for exportable goods to all destinations of the region and the world. This axis also refers to the need to overcome the digital gap and to have the communication technologies for the province to be fully integrated into the world and to the networks that compose a planetary communicational superstructure.

6. Salta, geo-economic center of the Zicosur [South American central-western integration zone]:

This axis is based on the former and stipulates the infrastructure which should be built in order to achieve the aims pursued.

7. Salta: an environmentally friendly region and an international tourism gateway

This axis strives to attain a balance between environmental care and farm production expansion, forestry and mining.



STEP III: Creation: (2011-2013)

Prior to this step, The Foundation gathered Salta's most well-known institutions to become a part of the Control and Monitoring Council of PDES 2030. Some of the previously mention institutions are: Salta Foundation, National University of Salta, Catholic University of Salta, Professional Council of Economics of Salta, Professional Council of Land Surveyors, Engineers and Related Professions of Salta (COPAIPA), Industry and Commerce Chamber of Salta, Industrial Union of Salta, Salta Rural Society and Planning Secretariat of the Province. The IDB [International Development Bank] financed the recruitment of industry consultants and the study's coordinator. DINAPREI-BID was presented with a widely participatory methodology plan which focus on the creation of Salta's 2030 Strategic Development Plan (henceforth, PDES 2030). Each consultant, along with the study coordinator, developed a sectorial work plan detailing: the strategic vision over a 20-year period, a SWOT analysis, the definition of the sectorial strategic axes, and the identification of strategic projects. These subjects

were depicted on Base Documents, drawn up by each sector and used as guides in the debates that took place in accordance with a schedule carried out for the Concertation Roundtables. In the concertation roundtables such documents were subjected to the consideration of the attendees and were addressed comprehensively to enrich and validate them. The roundtables were formed by 537 specialists, public officials, entrepreneurs, university experts and authorities of business and professionals chambers. The above mention had the opportunity to actively discuss planning matters according to the methodology stated in the work plan.

STEP IV: (2014-2015)

At this point in time, Decree No. 2478/12 was issued by Salta's government, which approved PDES 2030. Salta's Legislature passed into law the project under Act No. 7784, organized by the Economic and Social Council, entity provided for in article 77 of Salta's Constitution. The Council (consulting entity of the PEP [Provincial Executive Branch]) joined on 15 August 2013.





**A strategic approach focused on the people**

The Strategic Plan is based on the comprehensive promotion and development of Salta’s citizens. This definition is based on the conviction that “man is the sole architect of progress”. All citizens are expected to achieve human plenitude, which will be accomplished when dignified living conditions are met and when each citizen has the possibility of a promising future. PDES 2030 encourages all community members to joint efforts in order to built the desired future. This means removing obstacles that cause stagnation associated with the lack of perspectives and hopes. The dynamic projection into the future that is promoted implies the will to move forward towards a fairer and more balanced society.

**1. SOCIAL ASPECT**

From a social stand, human promotion and social groups have been taken into account. The most important goal is to remove “structural poverty” once and for all. Poverty according to PDES 2030’s consists in a shortage state regarding human needs not met, both in terms of material goods (food, health, education, housing, etc.), as in the field

of cultural and spiritual goods (to have a purpose of life and to dispose of the accessibility to other intangible assets that give dignity to the human being). The policies proposed ensure Salta families equal opportunities. This means access for all citizens to decent housing, quality education, integral health care and the possibility of a quality job, which enables each person to emerge from poverty.

**2. ECONÓOMIC ASPECT**

The strategic approach “focused on the person” takes on the classic concept that states that the aim of the economy is to serve man. To that end, it was proposed to address “the full sustainable development”, which implies convergence of actions, plans and projects whose objective is the

creation of a sphere in which quality work has a steady demand. Such demand is “driven” by a significant group of successful companies and, by a dynamic government that supports entrepreneurial and productive activity. The proposed lines of action arise from an adaptation of a Keynesian vision. Investment in public works is an unavoidable “multiplying factor” of economy. PDES 2030 seeks to achieve full employment and symmetrically develop an infrastructure that facilitates integration of large marginal areas capabilities. PDES 2030 orients its guidelines towards a primary goal: eradication of poverty through the generation of full employment. This can only be fully accomplished in a context of integral growth that requires motivating private



initiative, promoting social positive energies and creating a virtuous synergy that will change the current “status quo” and that is based on a joint proposal for building a common future for all the people in Salta.

**3. URBAN AND TERRITORIAL PLANNING**

The provincial territory is an extensive space in which great natural sceneries flourish and, exultant areas of rich biodiversity are shaped. Naturally, history has also left an indelible imprint, registered in the profusion of archaeological sites of prehistoric peoples and ruins of colonial lineage. From “the strategic centrality of the human person” perspective, the territory is presented as the field where social life is expressed in all its spontaneity and richness. For this reason, it is necessary to reflect on the potential that its citizens have in order to achieve a sustainable development that will ensure a high quality of life to all. This reflexion on human and natural geography, as well as potential, focuses on a rational and prospective view of the creative interaction between man and circumstances. The dimension of the future must always be present in the analysis of the provincial space.



**STRATEGIC FRAMEWORK OF PDES 2030**

Salta’s Strategic Development Plan is a guiding framework for institutional decision-making. It is a dynamic instrument that should be subject to a continuous review process, necessary in a changing political, economic and social context.

Globalization and the advent of the “knowledge society” are ongoing processes that require an extraordinary social adaptability.

Continuous change and uncertainty are elements of the current reality that must be taken into account. It is important to keep an open mind so that the plan can be flexible and accompany society and provincial government through the ups and downs and challenges that will arise over the next 20 years.

PDES 2030 will guide government efforts and channel social energies in the direction of the desired future, as a consensual way to achieve the common good. The synergy that promotes continuous reflection and enriching dialog between a government open to participation and the community, will give great consistency and special strength to the decisions that will arise from the community consensus.



Anglo-Saxon countries offer examples of teams that scrutinized the future and present leaders and their governments with courses of action that are aimed towards a harmonious development.

PDES 2030 has implemented a methodology that encourages the participation of institutions, public and private entities and key stakeholders of society. The team’s purpose is to rethink all together the future of the province. Valuable material gathered by consultants and study coordinator, as well as contributions made in the

concertation roundtables were taken into account to define the guidelines of PDES 2030.



## 1. SOCIAL SECTOR

### The strategic axis defined in the PDES 2030: "Socially responsible Salta"

The Social Sector is presented as a priority in the strategic vision of PDES 2030. Its purpose is to provide Salta citizens with the proper conditions to fulfill their own projects and harmoniously participate in the benefits of development. Social inclusion requires growth to be scattered equitably among all the people comprising this community. This concept questions the theory that proclaims that poverty is reduced automatically when GDP grows at a faster rate than the demographic growth. The facts have shown that this assumption has not always verified without a moderate intervention of the government. The statement above acknowledges that economic growth is a "sine qua non" condition for social development, because what it not produced cannot be distributed. PDES 2030 appeals to conventional tools as well as some heterodox recipes to ensure a better distribution of wealth. Tax instruments and strategic public investment make social justice possible and effectively fight against poverty.

### Quantification of poverty

The poverty analysis was addressed using conventional and traditionally accepted instruments. We used the Unsatisfied Basic Needs (UBN), from the INDEC [National Institute of Statistics and Census], and censuses data from 1980, 1990 and 2000. The Ongoing Household Survey (EPH by its Spanish acronym) was also taken into account. Such survey enables to recognize extreme poverty or indigence, and the Human Development Index, that combines a number of qualitative and quantitative elements. Moderate optimism naturally arises from the above figures, however reality shows the existence of large areas of marginality, where misery reveals its most dramatic face. For this reason, it is necessary to address life quality improvement programs and to promote the most neglected.

### Labor factor

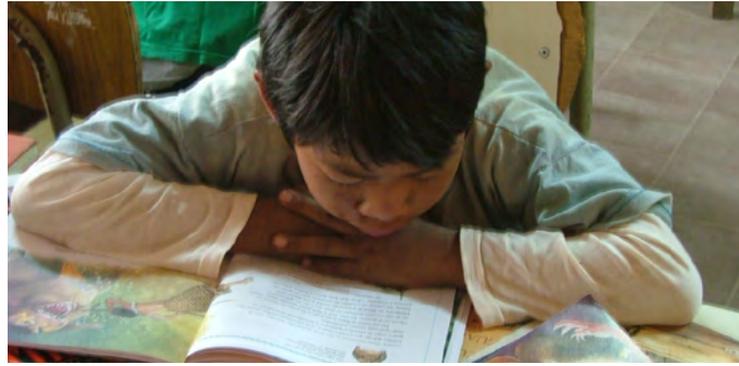
INDEC believes that the concepts evolution of the Economically Active and Working Population, presented a sustained growth in recent years, reaching estimated values of 242.000 and 214.000 respectively in the second trimester of 2011. Between 2006 and 2011, the unemployment rate recorded a sharp decrease due to an increase

in labor demand and the economic recovery of the province. Achieving full employment The government must strengthen the framework of legal certainty and secure the independence of the judicial power. Furthermore, it will ensure legal stability and the safety of persons. This will create an appropriate framework to convene investors and business development. In the socio-economic aspect the government - following a moderate Keynesian inspiration - must use public expenditure as the great "multiplying factor" and promote activities that will "add value" to primary production boosting the agricultural frontier.

### Participatory planning of the Social Sector

The objectives of the social sector arise from the consensual opinion in the roundtables. During these deliberations, structural poverty was identified as a negative condition for those who suffer from this scourge. To emerge from this undesirable situation, they require the support and encouragement that the hope of progress brings through full employment, integral education, universal health care and access to decent housing.





### 1.1. EDUCATION SECTOR

**Strategic axis** "Salta: talent and education".

Economic growth is not sustainable if it is not accompanied by adequate training of the population. From a strategic perspective that recognizes the centrality of the human person, education provides the possibility of a successful working life, it gives the ability to access spiritual plenitude and it enables a person to accomplish complete autonomy. In addition, education is the essential instrument to build citizenship and to educate people fully capable of exercising their freedoms and initiatives for progress as well as to develop their creative abilities. The scientific and technological revolution dramatically increases the pace of knowledge

accumulation and leads to a rapid obsolescence of traditional knowledge. This process impacts decisively on the modification of production technologies and the existing "Know how". This phenomenon calls us to rethink the educational structures of the present and to prospectively anticipate the needs that the future will pose.

**-The vision of the Education Sector:**

"All of Salta citizens have access to relevant and quality education. Such education assumes respect for diversity as a principle while strengthening cultural identity. It trains the exercise of a democratic working life for the working world, generating innovative attitudes, changes in society and collective welfare as a guarantee of sustainable development."

**- Salta's education in figures**

- Illiteracy: according to the national data censuses, illiteracy rates have descended since 1960. In 1991, 6.7% of illiteracy was recorded.
- Initial level: in 2010 this level reached 40,218 students, taught by 2,053 teachers in 816 establishments.
- Elementary level: in 2010, 173,669 students were recorded and 13,617 teachers that performed their task in 816 establishments.
- High-school level: in 2010, 135,000 students were recorded, taught by 3,139 teachers in 660 establishments.
- Advanced level and University: the enrollment of non-university higher education students reached 25,472 students and 445 teachers in 2010. In 2008, the National University of Salta (UNSA) had 21,596 students and 1,582 teachers. The Catholic University of Salta had 26,897 students in classroom-based and distance-learning modalities.

**-The expansion of the educational system**

The nation started a program which incorporated schools and colleges in the region between the years 2003 and 2009. Until 2008, 95 schools were created in Salta which were added to the 1,134 existing educational establishments.

In connection with this endeavor, the private system grew by 12%, with the addition of 76 new establishments.

Salta's government is significantly incrementing the education budget to meet the objectives of the Education Financing Law (LFE by its Spanish acronym). In 2009, education, science and technology expenditure reached 26% of the budget.

**- Improving the quality of education**

To determine the reality of the educational sector, a SWOT analysis jointly agreed was carried out. Among

the weaknesses, it was detected that public schools do not provide a high quality education in the province and that the training of teachers in public schools must improve in order to obtain high quality education.

In the concertation roundtables, the need to improve the quality of education was emphasized as an efficient way to build citizenship and to prepare men for the responsible exercise of freedom.

From an economic stand, human beings are key to economic-social development. We are immersed in a process of global economy.

Existing human resources capabilities constitute a great competitive advantage that is added to the availability of natural resources, abundance of energy, proper logistics and the dimension of the market, as "attractor" elements of countious teaching capital.

The pillars of a proper education are:

- Reorganization of middle level
- Infrastructure and equipment investment
- Technical education improvement

**- Assessments of quality of education in Salta**

Salta's school performance presented poor results. In the assessment carried out by the National Bureau of Information and Educational Quality

Evaluation of the Ministry of National Education [MEN], the results were dramatic: only 11% of students reached the appropriate educational level. That percentage is not sufficient to sustain a process of comprehensive development of the province.

The decrease in public education quality has led to an increasing social polarization with private schools. As the social-economic level increases so does the amount of students who switch from public to private schools. From a public policy planning point of view, it is necessary to apply corrective measures to close that gap, that will limit employment possibilities of pupils in public schools who receive a significantly poorer education, generating a fracture in social equality.

**- Projects proposed according to strategic axes for the education sector**

In the participatory concertation roundtables, strategic axes were set to guide the decisions and policies of the educational sector:

**1.- Inclusion, permanence and equity: in this axis the following objectives are included:**

- To guarantee access and permanence in the education system to everyone under equal conditions.
- To extend school day - two more

hours – in disadvantaged populations and in establishments where high rates of grade repetition and dropout are registered.

- To broaden secondary education offer. The implementation of National Act No. 26.206 was carried out in stages since 2007. Enrollment recorded a significant growth.
- To broaden the initial level offer: Pre-Kindergarten (4 years old) must be broadened for all the children of Salta.
- To increase the offers for lifelong learning.
- To ensure the participation of the citizenship in educational processes and to expand the offer of higher technical education. The Technical Professional Education Act (Law No. 26.058) creates the Fund for Continuous Improvement of Technical Professional Education Quality with the purpose of ensuring the necessary investment for the quality improvement of institutions for Technical Professional Education (ETP).

### 2.- Quality of learning. Objectives:

- To encourage significant learning in accordance to the basic needs of the individual and the society: current deficient “curricula” should be checked.
- To teach students with special education needs: not only children and young people who suffer from cognitive disabilities and Down syndrome, but

also the deaf, the blind and those who have psychomotility impairments.

### 3.- Teaching quality. Objectives

- To form and transform teachers social, cultural and financial conditions, hoping that this will encourage responsible participation within education management and learning outcomes. The province shall state interlinking agreements between jurisdiction and universities in the framework of article 8 and 22 of Act No. 24.518. Such agreements will ensure that teachers who have obtained a non-university degree access to a university and postgraduate degree. This openness is important from the continuous training point of view.
- To improve teaching performance, the incorporation of Communication and Information Technologies (ICT) in the educational system must be arranged.
- Interdisciplinary cabinets will be created in order to teach and detect learning problems and their possible solutions. Each cabinet will oversee a group of ten schools.
- The Ministry of Education will review educational incompatibilities and the excessive workload that prevents a good teaching performance.
- Ranking teachers:



the Ministry shall grant monetary incentives for the university teaching degree and will encourage scoring for teachers who make the effort of improving their training.

### 4. - Relevance of training and quality of education. Objectives:

- To organize a high-school model that will be based on society’s requirements and needs in order to develop a professional career.
- To implement a Teacher Appointing System, based on the pedagogical relationship between teacher and student, spiritual and factual education foundation. This vital link in the teaching-learning process was gradually blurred until it became unrecognizable in the current educational reality. It can be asserted that with the current school organizational scheme is virtually impossible to achieve this profoundly human interaction, which is based on the generous donor spirit of the teacher and the recognition of the need of the students to grow and to take possession of knowledge.
- Currently the teachers distribute their teaching activity between several establishments, taking over excessive workload that they need to reach an acceptable compensation. This reality nullifies the formation of a

personalized relationship between the teachers and their students. The proposed system stipulates that teachers concentrate their hours in a single establishment. Full time jobs imply that the teachers receive the total amount of the allocated hours, but spend a lower percentage of hours in front of their students. Some time must be assigned for the attention of students out of class, to work in teams and coordination with teachers of transversal and related subjects.

- On the model of Law Nº 2.095 enacted by the Autonomous City of Buenos Aires that sets up the Appointed Teachers System in that jurisdiction, a 40 year experience in the successful implementation of said system was gathered, which has strongly shown its virtues (elimination of school dropout, high academic achievement and a special training for intellectual work).
- To develop a system for comprehensive formation of teachers. Teachers should be trained in their discipline and in its specific teaching methodologies. This guideline presumes the ministerial decision of granting scores to teachers who perform training courses or improvement within the curriculum corresponding to their areas.

### 5.- To enhance educational government.

Objective: to further develop Ministry



of educational, technical, administrative and regulatory capacities.

- To develop a comprehensive computer system: to improve management efficiency requires school administration to be computerized. The computer system will also enable to know in real time logistics needs of each educational establishment, will facilitate teaching performance evaluation and monitoring of teaching-learning process
- To improve building infrastructure:
  - Construction of a building to accommodate the Ministry in one single space.

- School units are insufficient to accommodate current enrollment and a foreseeable growth of demand.

- To improve quality supervision: middle level supervising positions should be filled

### 1.2. HEALTH SECTOR

The main objective of public health is to procure that each person reaches a physical and intellectual welfare, through a proper development of excellence in prevention levels and achieving the highest standards in terms of comprehensive health of the

population of Salta.

#### - Poverty-related diseases.

Malnutrition is a scourge linked to indigence and in some cases to cultural aspects manifested in the poorest sector from 1981 – 35 per thousand - to 2010, the year in which it register 22,74 per thousand-. During last year 27,644 children were born. Mortality rate: remained stable from 1992, that recorded 5.85 per thousand, and 2010, in which the value was 5.80 per thousand. Infant mortality rate during 2010

dropped to 12.50 per thousand. Pneumonia - 8,36%-, diarrhea -3.46%-, meningitis - 1.15% - and tuberculosis - 0.29% figured among the preventable causes of death. All these conditions together represent 13.26% of the registered value for child deaths during that year.

#### - Human resources in the field of health

Between the years 2000 and 2008, the availability of health professionals' has increased (2,070 - 2,292 respectively) Between 2009 and 2010 there was a noticeable increase (2,491 to 2,861).

According to the geographical health professionals distribution during 2010: 418 professionals were based in the North, 330 in the South, 305 in the West and 1,808 in the Center.

#### - Health care infrastructure

The public sector divided Salta province in four health zones: Center, North, South and West. They have 502 centers and health facilities including 50 hospitals, 77 health centers, 250 sanitary posts and 71 fixed posts. For reference purposes, in 2010 there were 2,351 beds available in

the public system, with an average occupancy of 59.20%, while patient care by day reached 1,392 and medical consultations amounted to 4,203,264 per year for a total population of 1,215,207 citizens.

#### -General objectives agreed at the Concertation Roundtables

The main objective is to ensure that each person reaches his or her life plenitude, their physical and intellectual well-being, through a proper development of excellence in prevention levels and the highest

standards in terms of comprehensive health care.

The goals to be achieved by future health policies are:

- a) Medical-comprehensive health-care for the entire population, optimizing primary health care system and health care networks.
- b) Improving service provision and efficiency of increasing complexity.
- c) Expansion policy of ambulatory care system.
- d) Organic and enduring prevention actions to eradicate local infectious diseases and to reduce the risk of epidemic outbreaks of communicable diseases.
- e) Oral prevention and prophylaxis.
- f) Comprehensive health information system, with a single computerized clinical record of each patient. This link is essential to improve the diagnoses and to have reliable statistics in real time.
- g) The fight against malnutrition through Mother and Child Food Aid Specific Program, that must provide assistance to mothers from the moment of conception until the child reaches the first year of life. This program will be complemented by the Childbirth Plan, that is in progress and has currently made it possible to

exercise more efficient control over the malnutrition problem.

The APS and offices provided by the Ministry of Health will compose a single nursery health record for each child born, in which full details shall be included. It will include particularly the information required in order to monitor the development process of the child.

Projects proposed according to strategic axes for the health sector In the participatory roundtables, the strategic axes that should govern the decisions and policies for health were set.

- To grant access to a Universal health plan: a single, universal and integral health plan shall provide full coverage



to all citizens of Salta and ensure integral financing of the health system.

- To establish a teaching and dental care hospital.
- To train and develop human resources: a coherent training course plan shall be drawn up for human resources within the health sector. University nurses salaries should improve and a significant effort should be made in training auxiliary health staff. Specialist in critical areas such as anesthetists should be trained postgraduate offers should be made available for health professionals to reach in order to continuously improve their capacity.
- To pass a comprehensive health law which will define a health professionals

career, from admission which should be though the APS [Advanced Planning and Scheduling] system-, promoting on merit, dedication and the desire of achievement and continuous improvement. Bonuses should be considered within compensation plans specially in unfavorable area or remote centers.

The time spent in remote sites must also be limited by regulations, to enable vertical mobility in medical services. A rational distribution of health professionals and medical technology support technicians must be ensured.

- A public competition will be carried out in order to grant jobs and promotions to senior post.
- Quality and efficiency in health treatment.
- Financing, and sustainability of resources.
- Improvement and optimization of infrastructure, including technology.
- Articulation of public and private sectors and social security. It is convenient to articulate the Public Health System with the private health sub-system for the purposes of a better use of the existing capacity in the province.
- Strengthening and extension of the

coverage of the Primary Care System.

### 1.3. ACCESS TO FAIR HOUSING

Poverty should be measured according to “man and his circumstances”, i.e. persons in their habitat. For the purpose of presenting information about housing in Salta, it should be noted that: In the year 2010 the province showed a deficit of 130,879 houses. From those homes, 85,840 were considered recoverable,



25,771 unrecoverable and 19,268 overcrowded.

A low-interest microcredit system is intended to be created for the families that decide to rebuild or restore one or more of the 85,840 homes that require minor work (see PDES 2030). It is intended to industrialize the IPDUV [Provincial Institute for Urban and Housing Development] to lower housing costs and to reduce construction time.



## 2. ANALYSES AND DIAGNOSIS OF SALTA'S ECONOMY AND PRODUCTION

It is essential to carry out a rigorous analysis of the sectors that comprise the area in order to draw future scenarios and to plan rational solutions to complex predicaments. Such predicaments are presented by the economy and the production. Salta presents a well-diversified economy and a high potential for growth. The dimension of the provincial territory and fitness of its widespread spaces for production is a factor that should be especially considered in an analysis. This factor has a perspective on the present and an ideologically unbiased openness towards the future.

### ECONOMIC SECTORS

In 2010, the services sector was the most important of the province, representing 59% of the Gross Geographic Product (GGP). The secondary production followed with a 22% of GGP.

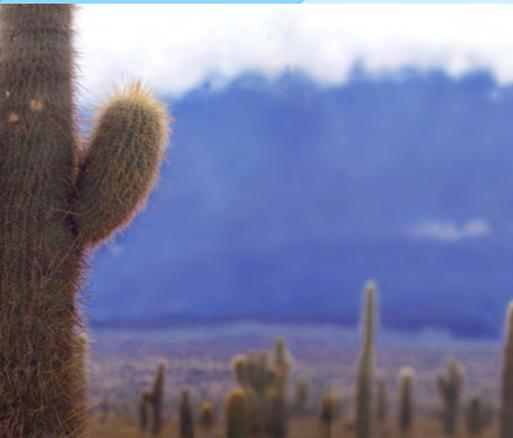
Primary Production was ranked third, which meant 19% of total GGP. The GGP of each economic sector of the province has grown steadily from 2006 to 2010. The most important sub-sectors of the economy in 2010 were: Agriculture, livestock, hunting and forestry which Productive Economy represented 15% of the total GGP.

Transport, storage and communications equaled an 11%, civil service represented a 10%, wholesale and retail industry a 9% and construction an 8% of GGP.

### 2. 1. AGRICULTURAL SECTOR

Horticulture and fruit growing is a relevant activity in the province and covers an area of 22,595 hectares. The main crops are eggplant, tomato, corn, sweet pepper, onions, and pumpkin. Grapefruit, orange, lemon and banana are the fruit production that stand out. The province is the main producer of grapefruit and banana at national level. Salta's main crops are:

- **Bean:** Salta contributes 74,28% of the national production of beans and has 200,500 hectares of plantations. In the 2006-2010 period, the production of soybeans increased by 21.62%.
- **Soybean:** For this production, 586,385 hectares were used in the 2009/2010 campaign according to the estimates of the National Ministry of Agriculture.
- **Tobacco:** Virginia Tobacco occupies 20,382 hectares of plantations, and in the year 2010 its production reached an approximate total of 45,000 tons.
- **Sugar cane:** with approximately 36,000 hectares planted, it reflects a growing trend (24.20%) in recent years, in light of price improvement and bio fuels demand.



**-Agricultural vision:** Salta is expected to become an efficient and sustainable agricultural pole. It will be able to incorporate high value to its primary production, through the support to research, technological development and innovation.

Objectives or guidelines for action and projects of vast agricultural and forestry sector are expected to arise.

**-The primary objective of the agricultural sector:** to achieve full development and to strenuously expand the agricultural frontier in virtue of the provincial territory virtually without use. Salta has an area of 15,548,800 hectares and the developed area fails to cover 50% of the agricultural potential of the province.

**-Lines of action to increase grain production:** This could double if freight charges were to be reduced, with great impact on the primary production. The provincial government should promote:

- Implementation of precision agricultural systems
- New investments of primary production processing companies
- Creation of soil consortia, that through comprehensive administration of micro-basins, manage the rational use of water for the preservation and improvement of soils.
- Genetic development of new seeds

adapted to the climate and soils.

- Obtainment of the eco-seal for ecoefficient management.
- In the production of biofuels, to vigorously promote ethanol production using the experience of the sugar cane mill San Martín del Tabacal. Furthermore, plantations of Jatropha Curcas for biodiesel should be promoted in the Chaco salteño [the tropical forest area of Salta province]. This crop is an excellent producer of oxygen and carbon fixer and does not

compete with the production of grains and food.

- The wine industry, should optimize irrigation systems since the limiting factor for growth in this industry is the lack of water for irrigation.
- To provide raw material to the industry of fruit juices: La Moraleja is a supplier of companies such as Coca Cola. There are excellent opportunities in the provincial north to add value to the production of citrus and tropical fruits.



## 2.2. LIVESTOCK SECTOR

Livestock: Salta is a leading producer of meat, milk and by-products. It produces a volume capable not just to cover its domestic market but also to export to other regions and countries.

The main objective is livestock expansion. The surface area allocated to livestock in Salta is of 3,262,703 hectares. The National Strategic Plan for Agriculture (PEA 1) proposes the province to duplicate this extension and to conduct a health policy that enables the sector to emerge from the high surveillance area (OIE document on 4/2/2011 and SENASA [National Animal Health and Agra-food Quality Service] resolution 181/10). The implementation of PEA involves allocating to production more than 3,000,000 productive hectares. Thus, the bovine cattle stock of Salta will double and the local meat market, representing \$300,000,000 per year, would be supplied. The livestock sector has grown extraordinarily, from 387,722 cows in 1994 to 1,023,682 in 2011. Due to law land use, the development and production of livestock reached a "plateau".



**Lines of action in the livestock activity.**

- The use of pastures with special genetic developments is recommended (The "Mulato 2" of INTA [National Institute of Agricultural Technology]). Its advantage is a molecule of carbon in chlorophyll, which enables it to use effectively the high level of solar radiation of the Chaco salteño and prevents the grass to wither during prolonged drought. Gatton Panic, from the family of grasses for high temperatures and low rainfall zones, is also successfully used.
- Livestock handling: livestock handling

techniques and breeding stock business deserve the same consideration. The province would be ready for an explosive development of this activity.

- Modification of the Regional Health Map: said change must be achieved for Salta to attain a special sanitation status as an FMD free zone.
- To change the legal limits that prevent incorporation of new land to livestock production. One of the steps to be taken and that in reality it is a "conditio sine qua non", is that criteria for the transformation of vast territories in new productive regions should be

more flexible.

- Accessible financing to purchase calves, cows and bulls, and for the dairy industry.
- Titling of land for aboriginal peoples and Creoles:
- Promotion laws to facilitate accessibility to credit for all the farmers (Industrial Promotion Law No. 6025): applying the law to the promotion of dairy products with “hallmark from Salta”.
- Restatement and implementation of the new Provincial Livestock Plan, since the one from 2004 did not meet expected goals and requires to be replaced.
- Government support to small livestock production: sheep, goats, and swine traceability plan. Sanitary and bromatologic quality compulsory certification. Brucellosis Control Plan.

### 2.3. FORESTRY SECTOR

Salta is considered to be privileged from its forestry resources. The current occupied surface by natural forests covers more than 8,000,000 hectares. Forestry should be developed on the competitive advantages presented by the sector: high rate of tree growth, diversity of microclimates and large extensions that may be used for afforestation.

#### Lines of action:

- 1- It shall be determined, with scientific



criteria, the areas to be preserved in a special way.

- 2- In areas where it is possible to carry out sustainable forest management, the conservation of the native forest biomass must be ensured and a balanced management of the forest must be enabled.
- 3- Formation of department “clusters”.
- 4- To create a system of forestry guides and automated controls.
- 5- To conduct a forest industrial census and to organize a provincial data base of free access.

### 2.4. MINING SECTOR

In 2010, with a total amount of \$183,44, mining represented 3.59% of provincial GGP. 40% of the territory of Salta has a complex mountainous physiography for the development of agricultural activities, but with a great geological potential. Mining activity could be an important engine of the provincial development and for the generation of genuine sources of employment. The 2011/2012 report of the Fraser Institute

ranked the province 55th in the “policy potential index” out of 93 regions, but it ranked 20th as full potential mining, regardless of the political situation or legal context. It is the best positioned of the mining provinces of Argentina and outperforms the mining regions of Brazil and Peru. Current scenario and development prospects: Salta has the third largest boron reserve in the world. Additionally, it is considered to be one of the greatest sources of lithium on the planet. Its very large salt flats contain a significant amount of potassium and have good prospects for the concentration of sodium carbonate (soda ash) and sodium sulfate, main inputs of the lithium industry. Currently the mining production of Salta is based precisely on borates, lithium and, to a lesser extent, in perlite and onyx. These products, with a value of US\$ 82,000,000 (320,000 tons), were exported in 2011 and transported entirely by truck. The demand for borates increased due to environmental policies that encourage



lower consumption of energy and thus, the construction of houses and buildings with insulating materials such as glass fiber and also, for the use of fertilizers that use borates. Argentina is the 4th worldwide producer of borates and 1st in South America. The reasons for this paradigm are that borates of Salta and Jujuy have a high B2O3 grade and meager impurities. Its production is classified in three groups, according to their value added: 1.- Concentrates and calcinates; 2.- Base refining (borax and boric acid) and 3.- High added value refining. The price of the last product quadruples the value of the first. Salta is characterized by exporting all three types of borates, especially the two with greater added value, to more than 50 countries. A mineral that presents excellent prospects is lithium and lithium carbonate (Li CO3).

The production currently comes from the Phoenix mine, in the Dead Man Salt flats, exploited by the Altiplano mining company with content of 700 to 800 ppm Li. The national reserves of lithium (648,000,000 m3) will enable their exploitation for 70 years. Argentina concentrates 10% of global reserves and contributed 11% to the world production in 2011. The most-exported lithium product is lithium chloride, that reached US\$ 23,853,232 in 2011, 57% more than in 2009. The exponential increase in demand is explained by its use in lithium-ion batteries and in laptops, smartphones, netbooks, iPads and MP3 and also because its long life cycle. This mineral is used, in turn, in the glass and ceramics industry, and its use in the steel industry has increased, for lithium carbonate offers greater speed

and fluidity in the molding process. In the future, it is estimated that lithium will have a great development in the cement industry, aluminum alloys and nuclear fusion reactors. It is estimated that this mineral demand will grow with an exponential trend in the next 20 years. Nuclear minerals in Salta have excellent perspective, as well as rare earths. Perlite is a product of volcanic origin composed of hydrated silica, which has a very low specific weight and features an inert material. The company World Minerals-Imerys extracts and exports this mineral to be applied as a filter material. However, it is an excellent insulation material for construction because its grains are full of microscopic interstices that make it a powerful thermal insulation, it is a sound insulating element, which also has flame-retardant properties.

**Concertation Roundtables of the Mining Sector**

Final Concertation Roundtable of the Mining Sector was singularly interesting because all stakeholders and interested parties in this strategic sector were presented (mining companies and mining services; authorities and residents of the mining municipalities 25 miners, the public sector). During the roundtable, the strategic guidelines and projects proposed as priorities were approved, along with the vision 2030, and the SWOT of the Sector. The main objective of the Mining Sector is to achieve the full development of sustainable mining in Salta. The following economic strategic axes and consequential action lines were proposed

**Strategic axes of the Mining Sector**

**- Appropriate infrastructure**

- Roads: mining development depends closely on the conditions of roads for the transit of heavy machinery.
- Railway: reactivation of branch line C-14 will mean easy access to the international market.
- Airstrips: mining activity involves the daily movement of professionals and technicians from the city to the mines.
- Energy: one of the biggest obstacles in the initial investment of a mining project is energy for different mining processes. It is necessary to reduce

the costs of the initial investment with an energy infrastructure as close as possible to the entrepreneurship (taking advantage of the pipeline in the Puna or electrical power lines).

- Villages and buildings of assistance to mining: the development of mining brings a strong increase of local economic activity, making it necessary to draw up long term plans of towns and services.
- Communication: It is imperative to have cell phone coverage in the region.

**- Skilled workforce**

- Technical and higher education: the aim is to train middle managers for mining activity.
- Training of local workforce
- Training for the creation of mining services SME: almost all mining services are outsourced by mining companies.
- Greater official monitoring: it is necessary to have sufficient resources in mining supervisory entities to provide safety to the community.
- Greater amount of human resources in the supervisory entities.

**-Legal stability, proportionality and reasonableness of taxation**

- To maintain the rules: mining activity, as any other high-risk and long-term activity, requires clear rules to encourage quality long-term investment. Sudden changes that mean a disincentive to investment

must be avoided.

- Criteria for municipal tax collection: Municipal taxes levied on mining companies should show proportionality and reasonableness with respect to the service provided.
- To establish an expenditure methodology of mining royalties: it is considered that all contribution made by the use of a finite natural resource in time must be also seized by future generations.
- To improve the distribution of taxation: 80% of total taxation of a mining company is provided to the national state. Only a fraction returns to the province in terms of shared tax revenue.

**-Added value of the mining products in the region.**

**Lines of action**

**-Infrastructure**

- To improve national route No. 51 and the internal roads to mining towns.
- Repowering of C-14 branch line of the Belgrano railroad.
- Extension of pipelines, plants of fuels and electrical substations.
- Improvement of infrastructure in mining towns.
- Installation of cell-phone antennas in the Puna.
- Evaluation and monitoring of the water supply of the region and the

constructions to ensure its provision and preservation.

- To build a mining industrial park in suitable areas for the establishment of mining companies and contractors. The need to have a Customs Office in the Puna for direct export to Chile and other destinations is emphasized.

**- Continuous training and education of Human Resources**

- The creation of Technical schools .
- Establishment of professional training centers.
- Management staff training.
- Training of citizens for participatory control.

**- To support ongoing projects**



**2.5. ELECTRIC POWER, OIL, GAS AND FUELS SECTOR**

Agreed vision in the concertation roundtables: “Salta, a regional energy pole, provides energetic resources for the full development of productive and commercial activities of the province, as it also provides resources to the rest of the country for an harmonious development.” Energy will be provided to all the citizens of the province assuring their welfare through efficient, rational and environmentally sustainable use of resources. Energy coming from hydrocarbons and from renewable sources will be used for the full development of the community, increasing the participation of the latter in the provincial energy matrix.”

**Strategic axes of the Energy Sector**

- 1- Infrastructure: Salta should have appropriate facilities to produce and exchange energy in its different forms (electrical, fuel, gas) with other regions and countries.
- 2- Legislation/Regulatory framework: Clear, predictable and stable rules must be established during the period allowed by the framework for the attraction of investments and the development of business (e.g. tax stability).
- 3- Training: To train human resources needed for the fulfillment of the strategic vision of the sector.

4- Development of new services and partnerships

**Lines of action**

1. Electric power generation: It is imperative to achieve the development of renewable energy sources.
2. Electric power transportation: Development of electric transportation in the western part of the province should be addressed to ensure the implementation of mining projects.
3. Electric power distribution: Continuity of the effort should be encouraged to meet total demand.



4. Oil: the province should carry out a policy of “Free Oil Areas” for private initiatives.
5. Gas: the provincial Government should pursue an active exploration

policy. In Salta, there are over 135,000 households that do not have gas grid and must rely on gas cylinder. It is urgent to provide governmental support to extend this service to poor households.

6- Fuels: Supplies should be negotiated with Bolivia for the full operation of the refinery of Salta.

7. Proposals for infrastructure: they refer to the need of the province to have adequate facilities to produce and exchange, with neighboring countries or national suppliers, energy in its various forms (gas, electricity or fuels).

8. Promotion of biofuels production.

#### Strategic Projects

1. Electric interconnection with Bolivia and Paraguay.

2. Expansion of the power transportation system of 500 and 132 KV and high voltage power line (500 KV) San Juancito and ET [transforming station] Pichanal. New transforming stations in Salta capital city and Guachipas.

3. Development of a power pole in the Puna, associated with mining activity.

4. Electrical development of the Calchaquí Valley (generation, transmission and distribution).

5- Electric power production with renewable sources with emphasis on solar energy.

6- Interconnection of gas pipelines with Bolivia and Peru.

7. Levy and tax coordination between the province and municipalities.

8- To negotiate with the national government a price-lining system of gas and oil that enables to increase the production of these hydrocarbons in Salta.

9. Development of building regulations to ensure and encourage the best energy use: a) The use of construction materials of low thermal conductivity.- b) Provision to use solar energy in public buildings and public-housing schemes.

10- Professionals and specialized technicians training.

11- Training in projects for CO2 emission reduction or capture (CDM - Clean Development Mechanism - Green Bonds). Research and development in the energy area.

12- To increase oil and gas reserve / production ratio.

13- To increase refining capacity and technology of Salta.

14- Industrialization of ethanol.

15- The province will negotiate with the companies the allocation of new oil and gas areas to ensure the increase of exploration, for the purpose of increasing the oil and gas reserve / production ratio,

#### 2. 6. INDUSTRY, TRADE AND TOURISM SECTOR

Industry development is one of the keys for the productive transformation



of the province and for the supply of stable and decent work. This sector contributed approximately 8% of the provincial GGP in 2010, highlighting food and beverages production, products derived from petroleum and tobacco, which accounted for more than 79% of the sector. The activity grew in absolute terms by 52% between 1993 and 2009, but there was a sharp relative decrease in terms of its participation in the formation of the provincial GGP.

The number of registered jobgenerating industrial businesses has grown considerably between the year 2002, which recorded 527 companies, and 2009, amounting to 641 companies.

The strength of the Industrial Sector of Salta is manifested in the propensity to invest. In 2011, that trend was at 57.7%, contrasting strongly with national figures, which were meager.



The Trade Sector represented more than 9% of the provincial GGP in the 2006-2010 period. Approximately 81% of total production comes from the wholesale and retail of food, beverages and tobacco, along with wholesale sales of crop-livestock products. The Sector has grown in absolute terms by 57% in the period between 1993 and 2009, but its participation in the formation of provincial GGP has declined (from 11% in 1993 to 9.1% in 2009).

Commercial activity is a source of stable and well-paid employment, and has maintained employment levels even during national and provincial economic recession.

#### INDUSTRY:

Industrial Sector: “To become a sustainable, leading, active, productive, competitive, socially and

environmentally responsible industrial sector. To also become an engine of economic and of social development, based on innovation and in the increase of export matrix. By adding value to raw material production, encouraging entrepreneurship, stimulating the generation of genuine employment. Additionally promoting the creation, growth and viability of enterprises, with emphasis on SMEs, increasing essentially and steadily its participation in GGP”.

#### Lines of action:

The Government will encourage private investment and will promote organizational development and rationalization of industrial activity, in order to achieve a high quality and cost competitive production, through:  
- Comprehensive review of the Industry Promotion System of the province.



- To review and propose a new tax regime:
- To implement special financing regimes for industrial activity.
- To improve the use of national financing programs.
- To deduct or finance R&D investment programs aimed to processes and products. To sponsor the universityindustry link.
- To train human resources in terms of organizational development.
- Improving information about the Industrial Sector
- To generate a system of Periodic and Ongoing Industrial Survey , with qualitative information, expectations of businessmen in the sector and local industrial enterprises performance.
- Industrial statistical activity will be undertaken by the Government as a priority, as it is essential to address the rationalization process, promotion

of investments, and to make quality decisions with regard to licenses to be granted to priority industrial establishments.

- To establish easy monitoring and updating indicators that enable to illustrate the performance of the sector.
- To support and sustain the current sources of information carried out by Industrial Union of Salta - SME Observatory and Industrial Production Index.
- To be prone to homogenization of information between the companies of the sector.
- To improve competitiveness conditions.
- To promote productive linkages and, the formation of "Clusters" with competitive vision.
- To sponsor and promote the establishment of industries pursuing a promotion policy, which envisages the following licenses: Tax exemptions, promotional credits.
- To create easnt ablishment, SMEs with special preferences, and the survival of SMEs that add value to local productions, or provide an outstanding creativity will be endorsed.
- To stimulate labor supply qualification, fortifying the technical education system.
- Technical and professional



specialization courses will be implemented.

- To provide access to human resources training for SMEs
- To carry out industrial research in order to improve current industrial methods and processes.

#### TRADE

Trade Sector: "To become a dynamic, productive and competitive commercial and services sector. To be able to motorize economic and social development, based on innovation, quality and structure. Thus generating higher added value and productivity, achieving capabilities that encourage entrepreneurship, promote the creation, growth and viability of micro, small and medium enterprises that boost genuine employment".

#### Lines of action:

- To carry out systematic studies in order to visualize the way to reduce freight and distribution costs on tradable goods in the province.
- To enhance competitiveness depends on human resources training in the sector. This means an improvement in appropriate technology management levels. It is also necessary to address the problem of enterprises rationalization.
- To improve urban conditions, in which legal trade is carried out, though public-private articulation.
- To expand food and agricultural "clusters" in the province.
- To review the current provincial tax system to lighten tax burdens.
- To carry out studies involving the private sector in order to promote trading activities.

- To implement special financing schemes, that envisage the activity's features.

#### Exports

In 2010, exports of primary products represented approximately 6% of total national exports (electric power and fuel exports, approximately 3.4%). Exports of manufactured products accounted for 0.37% of national exports in 2010.

The exports value of provincial origin grew 13.25% between 2006 and 2010 (from \$878,869,169 to \$1,013,174,561). In 2006, provincial

exports represented 1.89% of total Argentine exports, while, in 2010, they represented 1.47%.

Exports destination. The province has channeled its exports mainly to the countries of Mercosur. In recent years this situation has changed by the emergence of China, United States, Spain and Belgium in the international market. The main business partner is currently Brazil. Exports to that country represented 28.80% in 2006, reaching its peak 38.83% in 2008, and decreasing to 24.52% in 2010.

On average, between 2006 and 2010, 70% of exports from Salta went to

Mercosur. To the 30th of June 2011, they represented 26.63% of the total. The main products were naphtha for petrochemicals, wheat, black beans, and boric acid.

Exports to China increased significantly from 5% in 2006 to 18% in 2010, becoming the second target market - position maintained until the 30th of June 2011, with a 12%-. Oilseeds, soybean, lithium chloride, boric acid, hides and pelts exports stand out.

The third export destination to the 30th of June 2011 was Belgium, representing 10.27% of the total.

In fourth place was United States, representing 4.27% of the total in 2010. To the 30th of June 2011 the fourth place was occupied by Chile that reached 5.54% of the province exports. Export settings and destination point to the success of the strategic vision of Salta to the Pacific.

#### TOURISM

PDES 2030 considers that the Tourism Sector has an outstanding capacity to strongly "boost" the economic development and to promote symmetrically the redistribution of wealth. These two features of the activity are manifested in the decisive impact registered in the generation of jobs and the creation of local SMEs. Salta has positioned itself as a tourist destination in the country. But this achievement should induce the



Government and key stakeholders to emphasize its promotional effort and to expand the horizons of the tourist offer.

The singularities of the province are an advantage. The idea of presenting them is to emphasize attractions associated with registered cultural preferences of domestic tourists, whom manifested their choices in a MTP survey, 2009: 17.9% preferred visiting museums and churches, 13% chose to participate in a peña folclórica [Argentine folk music gathering] and 10% chose to attend handicrafts fairs and exhibitions.

The potential touristic offer is manifested in the landscape diversity of Salta and in its rich history, the presence of which is expressed in the testimonies of the past. The fascinating pre-Hispanic period is perceptible in the existing archaeological sites.

The colonial period and the glorious era of the feat undertaken for the freedom of America can be visualized in museums, churches and manor houses that constitute testimonies of the creativity of the people. On the other hand, the present exhibits a lavish and exuberant nature. The traditions of the province and the vestiges of a past starring by charismatic heroes, holy missionaries, archetypal patriots and public men of great poise challenge

the tourist and constitute grounds for renovated recreations. It attempts to value cultural elements that add motivation to travelers.

The promotion of this activity is not only an attractive for tourism, but it

will also impact significantly in the confidence of sectors linked to arts, which will see their identity reflected in cultural productions that will emerge as a universal message from the heart Salta's people. These actions will boost



creativity and new artistic expressions that will seek to artistically capture the spiritual wealth that comes from an endless cultural matrix. This will enable to develop original perspectives that show spiritual expressions and Salta's natural sceneries.

### Tourism in figures

- Economic impact: During 2010, the economic impact of tourism showed a considerable increase by 25% compared to 2009. A positive economic result of \$1,005,488,727.54 was obtained.
  - Domestic and international tourism: in 2010, 77% of the tourists who visited the province were domestic tourist (36% from Buenos Aires) and 23% foreigners.
  - Stay overnight: 47.8% of international tourists remained between 4 and 7 nights in the province.
  - Average spending per capita of the international tourists in 2009 was of \$215. 70.6% of tourists search information on the web about Salta and its attractions .
  - Hotel capacity: according to the Ministry of Tourism and Culture up to the year 2011, Salta had a hotel capacity of 14,000 beds.
- The vision of the Sector: "Salta is a

sustainable touristic destination of quality and excellence. It benefit its citizens by maintaining leadership at regional and national levels, as a gateway for international tourism".

### Lines of action:

- To produce products and services with greater added value and according to demand.
- To create new poles of touristic attraction that relieve and complement the existing ones.
- To regulate sustainable exploitation of tourism in the saturated areas.
- To preserve, meet and emphasis natural and cultural resources on which tourism is or will be underpinned.
- To improve urban structure and landscape and basic city services.
- To increase qualitative and steadily the demand.
- To deseasonalize destination, to distribute tourist demand more evenly in time.
- To increase tourist length of stay and tspending.
- To improve ground accessibility and connectivity: routes with touristic destination, as route 68 that links Salta city with Cafayate. The aim is to widen its whole length with two new lanes. In the EDIVIAR [Argentine Roads

Infrastructure Plan] only one freeway between Salta and El Carril is planned. On the other hand, road works are planned on National route 40 that runs through the Calchaquí Valleys, the access to National Park El Rey from the provincial road 2 and the paving of the Cuesta del Obispo.

### 3. URBAN AND TERRITORIAL PLANNING SECTOR

The Vision of the Sector:  
 “A population rooted with strong identity and an excellent quality of life, on the basis of adequate infrastructure and equipment in an accessible and integrated area. It should provide security and the possibility of full social development, with the ability to manage the present and to project it to future generations with a sustainable vision”.

#### Area and territorial limits of Salta

Salta has a surface area of 155,488 km and represents 5,6% of the Argentine continental surface. It is located in the northwestern region of the Argentine Republic and is bordered by three countries: Chile, Bolivia and Paraguay. It constitutes an excellent contact and continental maneuver space that is particularly suited to develop permanent geopolitical links. It also borders the provinces of Jujuy, Tucumán, Catamarca, Santiago del Estero, Chaco and Formosa. A privileged location that enables to articulate productive and trade flows of NOA [North-West of Argentina] and NEA [North-East of Argentina] regions. This advantaged position provides the backbone for the Bi-oceanic Corridor of the Tropic of Capricorn and facilitates the access of the ZICO-SUR [South America Midwest Integrated Zone] region to the Pacific basin. Major new emerging



powers around the world are located over this ocean.

#### Strategic axes of the Territory Sector

- 1- Salta as geo-economic center of Zico-sur and interoceanic corridor for East-West trade: the world population in the next 25 years will be around 8 billion people. This figures means 2 billion people will have to be fed. The projected works on the Bermejo River basin would incorporate more than 12 million hectares into production. This area is equivalent to a third of the humid pampa. The potential food supply means producing about 50 million tons of grains and 6 million cattle heads. The river corridor to be built would open a waterway directed to the port of Rosario, which would complement the ground

transportation networks.

- Road and railway infrastructure works are necessary to consolidate the bioceanic corridor of the Tropic of Capricorn, and it will position Salta as the trade center of the Zico-ur and NOA regions with access to the ports of the Pacific and the Atlantic.
- 2- NOA region leader: the province has the dimension, abundance of resources, its bountiful nature and the capacity of its people to lead “the great north” bringing together the NOA and NEA regions.
- 3- It is connected to the world through its physical infrastructure and technological access: the priority is to strengthen the continental integration and the generation of connectivity structure. This will enable greater articulation with the large



areas of integration of South America, especially with Mercosur, Unasur [Union of South American Nations], and Zicosur. In this regard, the province -on the basis of Act No. 26.352- should insist on the need of the Belgrano<sup>2</sup> Railroad activation as one of the essential strategic axes for South American integration.

The logistics of the NOA and the railway The activation of the Belgrano railway on its historic route is a priority, because it is considered the key to competitiveness of the NOA in “Argentina: the challenge of reducing logistics costs facing foreign trade growth”, a study by the World Bank (2006 and 2010). The conclusions in the cited study and its upgrades are categorical: “The high logistics costs that companies of the NOA face, due to the lack of railroad, are a major constraint to growth”. “Economic players of the NOA must face logistics costs entailing at least 16% of the FOB value and are 50% higher than the NEA, central and Cuyo regions”.

• C-14 branch line: means for mining the most important instrument regarding costs, inasmuch as the freight represents 30% of the ore’s value. The activation of the branch will trigger the development of postponed projects due to costs or

low grades ore. One train is equivalent to 20 trucks and the average cost per truck is between US\$ 0.06 and 0.08 ton/km. The train’s cost is \$ 0.02 ton/km. It is an autonomous branch. Its operation

has no crossings. Its length in Argentine territory is 570 Km. The freight transport potential is 1.000.000 ton/year.- Loads of the year 1999: 300,000 tons.



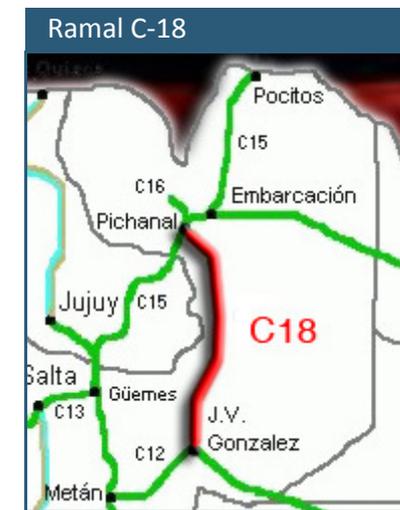
<sup>2</sup>The railway is the great logistic-strategic route of the Southern Cone of America. Its original line links the NOA, NEA and center regions of Argentina, with the Metropolitan Region and articulates bi-oceanic corridors with the Atlantic -Brazil and Argentina- and the Pacific - Chile-Argentina-Brazil-Bolivia and Paraguay-. The network of Belgian Cargas stretches 7,300 Km. It covers 13 provinces enabling producers in North and Northwest to get their products to river and seaports.

• C-25 branch line: its route includes the section Embarcación-Formosa (700 Km) - It is an important section for the transport of oil and aggregates.

Technical data sheet: Completion time: 3 years	
- Potential of load	500,000 tons/year
- Composed of	200,000 tons of aggregates
	100,000 tons of sugar
	200,000 tons of oil
- REQUIRED INVESTMENT	US\$ 12,000,000 per 150 km track

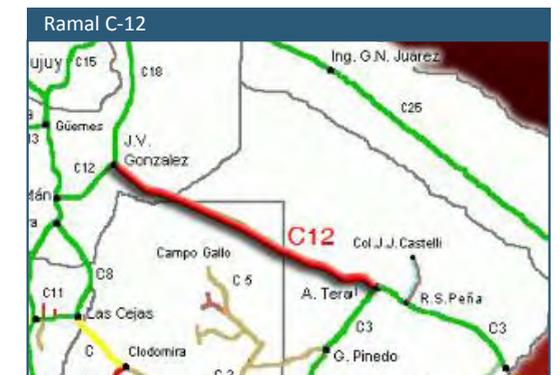
• C-12 branch line: is part of the Embarcación-Barranqueras-Rosario railway corridor. It has a total of 400 km that connect J.V. González with the port of Rosario through Avia Terai-Tostado. It is the most used and lower-cost route.

POTENTIAL LOADS	Cement - aggregates - sugar - grains
REQUIRED INVESTMENT	US \$5,000,000 per 50 Km of tracks that are missing



• C-18 branch line: is part of the Embarcación Barranqueras-Rosario railway corridor. It connects Joaquín V. González to the city of Pichanal. The length of the section is 200 km. It is a branch of great significance for the transport of soybean produced in Oran and San Martín, and sugar from Ledesma and Tabacal. Possible loads:

Composed of	Cement - aggregates - sugar - grains
REQUIRED INVESTMENT	US\$10,000,000 per 50 Km of tracks



### The logistics and roads of the NOA

- **National Route No. 51:** With reference to roads, on the concertation roundtables of mining, crop-livestock and infrastructure, it was agreed on the absolute priority of paving this route, the construction of the checkpoints and the establishment of a Customs Office at the border crossing of Sico. This route improves the East-West corridor connecting Salta with Chile and integrates the north bi-oceanic corridor, linking Chile's ports in the North with those in the south of Brazil. It is the access of Salta to the Pacific basin, where major consumers such as China, India, Japan and the Pacific coast of the United States are situated, which present unique opportunities for regional export growth.

- **National Route No. 81:** integrates the East-West corridor that connects Salta to Formosa and with national route No. 34. This route connects Salta with South Brazilian ports.

- National Route No. 16: connects Chaco with the South of Salta.

- National Route No. 9: connects the cities of Tucumán and Salta Capital.

- National Route No. 34: is part of the north-south corridor that connects the city of Santiago del Estero with Salvador Mazza locality, in the north of Salta (border with Bolivia). This route must be widened from the junction to the highway of Salta to the crossing points with Bolivia.

### Provincial works

PDES 2030 adds to the objectives of the territorial strategic plan 2016, of the year 2008, the need to ensure the spatial integration and the articulation between national, provincial and community routes.

At the concertation roundtables of agricultural, livestock and forestry, it was agreed that the improvement and/ or paving of provincial routes 3, 5, 13, 15, 25, 29, 41, 45, 52, 53 and 54, are a priority. These are strategic works of regional interconnection and connectivity of provincial territory.

### Bermejo River and its basin

The project is relevant from the point of view of integration and development of a productive area of global significance.

In 1870, President Domingo Sarmiento signed Decree No. 422, which ordered the study of navigability and comprehensive utilization. The Commission for the Exploration and Study of Bermejo River was created through Law No.

4170, 1903. In 1954, the second five-year plan declared a priority to carry out works over the basin. In 1970, agreements between Argentina and Bolivia to carry out the Bermejo river utilization Master Plan were concluded. COREBE [Bermejo Regional Commission] (Law No. 22.697) was established in 1982, and in 1995 the agreement for the establishment of the Bi-national Commission, ratified by Law

No. 24.689, was signed. The "Utilization Master Plan" considered to carry out the following works:

- Las Pavas dike on the border with Bolivia.

- To solve the sediments problem that Iruya river annually contributes to the Rio de la Plata; its estimated volume is of approximately 95 million tons per year.

- To channel Pescado River.

- To construct Zanja del Tigre dyke:

This construction would produce 3 times more energy than Chocón-Cerro Colorado. It would also irrigate 2 million hectares for agriculture in Salta and 10 million for livestock, forestry and afforestation.

- To carry out works for the regularization of riverbed with excessive sediments, which altered the channel slope when raising its bottom.

- To build a channel for fluvial transport through barges, from Pichanal to Paraná river with destination to Rosario. This project could positively change the geopolitics of the West Center of South America.

### Human dimension of the territory; the population.

According to the 2010 census, the population of the extensive territory of Salta is 1,214,441 (597,153 men and 617,288 women). Salta's population represents 3.03% of the citizens of Argentina.

The provincial "ecumene" has a very low

density per inhabitant/km<sup>2</sup> of only 7.8. The national average is 14.4 inhabitants/km<sup>2</sup>. The population is not only scarce, but it is distributed in an unbalanced way, registering a great concentration in urban areas.

Salta's population shows a dynamic and sustained growth evolution. In the 1991 census, the province concentrated 2.6% of the country's population, the upward trend having been accentuated. The population growth rate was 21.1 per thousand in Salta and 10.1 in the country. This historical trend of population growth is due to a noticeable decline in the infant mortality rate, which dropped 16 points from 1995 to 2010.

The birth rate is higher than the registered in the country – of 22.7 per thousand in the year 2010-, and the total fertility rate also presented a positive difference in favor of Salta - 2.87 vis à vis the country of 2.30 per thousand.

Salta's population pyramid shows the characteristics of a young population, with a very broad-based, that will remain on the current terms for at least during the next decade, opposite to the most populated areas of Argentina.

The age group between 15 and 64 years reaches 53% of the population. The group of 65/69 years, represents 2.5%; those who are on the fringe of 70/74 reach 1.9%, and for those over these ages, the percentage is negligible.

### Urbanization process

A sustained urbanization trend has been verified in the province, dating from the second half of the 20th century and has accelerated in the 1970/80s. During this period, the urban population grew strongly from 62% at the beginning of the series, to 71% in the last year of the series.

The average annual growth rate was 40 per thousand during those years. The following decade, 1980-1991, the urban population rose from 71% to 79%. In the 2001 census, it was recorded a total of 1,079,051 citizens, of which 961,572 lived in the cities and only 117,480 in the rural areas.

The city of Salta was the urban conglomerate that received the largest domestic migration, retaining 43,42% of the total population of the province.

In the 2010 census, the capital city of the province concentrated a total of 535,303 citizens over a total population of 1,215,207.

The main problems of the sector are:

- An unbalanced population and without a proper connectivity: the process of closure of railway branch lines, occurred in the nineties, has had a devastating impact on the group of people situated in the interior of the province. This unstructured territory was caused symmetrically by the population exodus towards larger cities.

- A territory that records low quality of life in the rural area and marginality pockets in cities and towns: the continuous

flow of rural population towards cities and towns affects the agglomeration of people settled in neighborhoods that do not have a minimum quality of life. In these areas, marginality and extreme poverty pockets are produced, that should be taken into account by public policies to give them an effective solution.

### Macrocephaly: Salta city and area of influence

It is the most populous urban center of the province. According to the 2001 census, it was the second city of the NOA and the 8th nationally population agglomeration, after having exceeded Great Santa Fe in the amount of citizens. It was previously stated that according to the 2010 census, Salta concentrated a total of 535,303 citizens, which represented 45% of the provincial total. This area, that tends to form a continuous building -of low density-, receives major flows of domestic and foreign migratory movements and tends to grow at the expense of the provincial interior, which suffers from uprooting and depopulation.

The Metropolitan Salta: Salta in fact forms a metropolitan region. Its backgrounds are Law No. 7322 (2004) of public passengers transport. This regulation establishes that the Metropolitan region is integrated by the municipalities of San Lorenzo, Vaqueros, Cerrillos, Rosario de Lerma, Campo Quijano, La Merced and La Caldera. The executive power can

incorporate other municipalities at the behest of the metropolitan transport authority.

Among the regulatory attempts of the city and its surroundings, we can mention the Environmental Urban Development Comprehensive Plan (PIDUA - Ordinance No. 12.107/03), the Code of Urban Environmental Planning (Ordinance 13.779/10), the Building code (Ordinance 13.778/10) and the Salta City Center Area Regulatory Plan (PRAC) - Law No. 7418. 2006). The latter is an urban and architectural heritage of the province protection plan, being its enforcement agency the Urban and Architectural Heritage of Salta province Preservation Commission, under the Ministry of Finance and Public Works of the province. It aims to review and update the comprehensive Plan for urban and environmental development (PIDUA) and to reformulate projects corresponding to Special Areas, regulated in the Urban and Environmental Planning Code, and to formulate the legislation for salaries regulation instruments.

#### Lines of action for the Metropolitan Sector

- 1- Redefinition of the metropolitan area of Salta, that is characterized by the continuity of the urban area and includes a group of neighboring municipalities, which account for 50% of the provincial population.
- 2- Territorial planning policies should be

designed for reasonable services cost, which will be disproportionately increased when that expansion takes place indiscriminately, generating areas of low density and large empty spaces.

The North-South axis of the capital city stretches over approximately 25 km of low density. On the East-West axis, building covers a narrower and even less compact territorial strip. The future City is suggested to be set up according to the criteria of Le Corbusier, who summoned the city planners to rescue the classical geometry of roman Decumanus and Cardo.

- North-South Sarmiento-Jujuy Avenue / route 9 and Carlos Pellegrini-route to Límache (see details in PDES 2030).

3- It is essential to achieve urban compaction, avoiding empty areas and stimulating the construction of tall buildings. The extensive existing infrastructure can be maximized and the growth of urban agglomeration over fertile and productive lands of the Lerma Valley can be avoided.

4- To avoid traffic breakdown: It is essential to develop a multifocal policy to decentralize the activities taking place in the city and to generate services, commercialization and recreation centers in different urban areas of Salta. An example: the concentration of educational establishments in the central area of the city, where only 3% of the population lives, is forceful expression. More than 137,000 individuals enter the



area daily to attend central schools.

5- To ensure the provision of drinking water in the city of Salta: population concentration in urban centers will rise significantly in the next 20 years. The most reliable estimates calculated that in 2030 the city of Salta would have approximately 850,000 citizens.

Drinking water comes from wells. The increase in population demands considering new supply sources. The water system must be fixed; due to its deplorable state it loses 50% of the liquid that transports.

6- Expansion of recreational and green areas: the military camp, among others.

7- Prioritization of the historic center of the city of Salta: currently it has become the setting for low cultural level performances. This modality of using the historical square for expressions of popular music, sports, carnival parades, etc., transforms an area of central significance for the city and its majestic context of emblematic and historical buildings in a degraded and insignificant area.

#### Territorial planning of PDES 2030

PDES 2030 is presented as an opportunity to begin a comprehensive planning process combined with key stakeholders involved. Furthermore, it is regarded as a tool of a joint political project. This long-term planning should be approached from a triple perspective:

land use and development national planning (Strategic Territorial Plan PET), provincial planning vision that should be agreed with the national government, and, finally, planning at municipal level. The main objective is to ensure the comprehensive physical connectivity by means of an infrastructure investment program.

Production in general and industry require the provision of energy, roads and efficient communications. In addition, the planning should include specifically the actions to strengthen the quality of life and population settlement in the interior of the province. Natural and cultural heritage sustainable management plan is also added, and the Preparedness and Response plan against catastrophic contingencies.

#### 4. THE ENVIRONMENT

Since 2000, Salta province has an environmental legal framework. It is composed primarily by Law 7.070 for the protection of the natural environment, Law 7.107 on Protected Areas Provincial System (SIPAP), Law 7.543 on land management of native forests and the decrees/rulings that regulate them. At institutional level, there is evidence of a hierarchical breakthrough since the creation of the Ministry of Environment and Sustainable Production by the end of 2011.

## Forests

Salta has the largest area of native forest in the Argentine Republic with a total of 8,280,162 hectares. The main problem involving the conservation and status of native forests is forestry use with non-sustainable practices.

A special subsection of law 7.543 on land use of native forests of Salta, which “aims to promote the rational use, conservation, sustainable management and sustained development of native forests, harmonizing economic, social and environmental development of the province, for the benefit of present and future generations” deserves a special mention. Maps originated from this law, with its enlarged colored “yellow” zones - that implement strong restrictions on productive destination - and in “red” - of absolute inviolability - should be checked soon over scientific basis. This scientific approach will enable detecting sites where there are processes of desertification or deforestation, information that will allow resolving objectively the most suitable option for the preservation of the environment.

### Protected areas

Protected areas are public or private territories in natural state or with different degrees of intervention, within well-defined limits and under legal protection, subject to special handling,



in order to achieve the preservation and/or conservation of ecosystems. Provincial Protected Areas contains 2,397,953 hectares, representing 15.3% of the surface of Salta. The area devoted to National Parks must be added representing 1.5% of the provincial territory, a figure that rises to 16.8% the percentage of Salta territory under environmental protection.

Since 2000, the province has Law 7.107 of Provincial System for Protected Areas (SiPAP) and its regulatory decree (2.019/10), which has created the legal framework for the organization of Natural Areas declared until that

moment, and the required conditions for the declaration of new conservation units. Currently, Salta has 25 Protected Areas (PAs) among which there is one private and one international.

### The problem of waste

Through Decree 1.364/10, Salta has a Provincial Plan for Comprehensive Management of Solid Household Waste. This plan anticipates the construction of landfills for the disposal of solid household waste, although the responsibility over waste is municipal, according the provisions on Article 105 of Law 7.070.



Infrastructure works carried out (landfills) with IDB financing are located at the following places: Aguaray; Tartagal - Mosconi (consortium); General Ballivian; Coronel Sola - Morillo; Embarcación; Hipólito Irigoyen (consortium), Colonia Santa Rosa; Isla de Cañas; Los Toldos; La Unión; Rivadavia South Band and Animaná (consortium) .- This model should be extended to municipalities that do not have landfills and continue to dispose waste on open spaces, extensive middens that carry adverse health consequences

### Other problems detected:

a) Problems in the disposal of sewage, observing the absence of sewers and treatment plants of these household effluents; or the existence of laying sewer but with direct dumping in rivers and streams b) Deficiencies in access to water resources for human consumption due to lack of investment in collection, purification and distribution works of drinking water c) Insufficient attention to water resources for irrigation and livestock development. The absence of channel lining works and the lack of promotion for more efficient irrigation systems and water collection works in order to supply water during the dry season. e) Mismanagement of funds for the protection and conservation of native forests of the province.

### The Vision of the Sector: “Salta is a province

that ensures diversity and integrity of natural and cultural environment by promoting continuous improvement of the quality of life of its people and the region. In this framework, it presents itself as a province with a rooted population, with strong identity and an excellent quality of life, on the basis of an adequate infrastructure and equipment endowment, in an accessible and integrated area. It also provides security and the possibility of full social development, with the ability to manage

the present and to project it to future generations with a sustainable vision”. The main objective is to promote continuous improvement of the quality of life of the society, ensuring diversity and natural and cultural integrity.

### Lines of action:

1- Governance: includes the following projects:

- Institutional strengthening: it is necessary to provide environmental agencies with trained human resources, technicians, and infrastructure to ensure an effective and efficient management.
- Environmental education and awareness: to strengthen the development and inclusion of formal and informal environmental education with local and regional contents.

2.- Environmental Policy and Management

- Comprehensive environmental use of the territory: promoting the province and municipalities to incorporate the environmental variable in the territorial planning and to carry out a land use in a participatory manner.
- Forests: review of the land use of Native Forest (OTBN).
- System management, control and monitoring of the environment: to design and implement a public system that allows an effective management of activities related to the environment:
- Development of a system of sustainability and environmental quality

indicators to have traceable data of the environmental state, that will be available for the public. To articulate environmental information and to organize it in a geographical information system (GIS), to keep it updated and accessible to society.

- Comprehensive management of watersheds including: a) Collection, supply and distribution of drinking water for all.

b) Treatment and disposal of effluent: To properly treat and dispose sewage and industrial effluent in order to prevent contamination of water sources, soil and the spread of diseases:

c) Land consortia: to implement land sustainable management consortia at water-shed level.

d) Sustainability and quality of water resources indicators. To develop an Information and Technical Assistance System (SIVA) containing the databases and geo-referenced cartographies from all sectors. This information will facilitate the provision of evidence for high-quality decision-making by the public and private sectors.

Data should be available online to the community.

- Promotion, development and use of renewable energies: To reduce the use of fossil fuels and the emission of gases that contribute to climate change. The need to use solar and wind energy has been expressed and, it was proposed that the province should include equipment to capture this clean and economic energy

in housing construction and public building planning.

- Comprehensive management of emissions into the atmosphere: to implement a measurement and monitoring system of emissions and air quality. To develop an inventory of greenhouse gases (GHG) locally, systematic and accessible to society. To take action to mitigate gas and CO2 emissions from combustion of engines using hydrocarbons and industrial emission controls. Public and private transport should be more effective including the use of vehicles powered by electricity.

- Consolidation of provincial system of protected areas: SIPAP aims to provide

human, technical and infrastructure resources to improve protected surface, its adequate management and development.

- Review, generation, dissemination and training of environmental regulations: a thorough review of environmental regulations to clarify the existing regulatory framework should be conducted.

- Strengthening of administrative and judicial environmental justice: the creation of local environmental prosecutors is required in order to unify civil and criminal liability; and the prosecutor's offices must be created by provincial law.





**CONSEJO FEDERAL  
DE INVERSIONES**



**CONSEJO ECONÓMICO SOCIAL**  
**PROVINCIA DE SALTA**