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**THE VIABILITY OF A DRY PORT ON THE  
SOUTHERN ECUADORIAN AREA**

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## **DEDICATORY**

This research work is dedicated in its entirety to my daughter Vayolett Adalí, who has been my greatest motivation during my university years and continues to be my source of inspiration for the fulfillment of my goals and objectives. It is my little light, the unconditional support of my life and the strength I have to move forward.

## **ACKNOWLEDGEMENTS**

I am mainly grateful to my parents, who despite adversity, have given me their unconditional support and have helped me get up in the most difficult moments of life, their infinite love has been the necessary tool that has taken me to the end of this path and has driven me to always continue fighting for my goals and dreams. I thank God for allowing me to accomplish one more goal in my life and all the people who have been a source of support throughout this process.

# LA VIABILIDAD DE UN PUERTO SECO EN EL AUSTRO ECUATORIANO

## RESUMEN

El comercio mundial y la necesidad de mejorar la eficiencia en los puertos marítimos han impulsado el surgimiento de instalaciones intermodales conectados a desembarcaderos, bajo la denominación de “Puertos Secos”. Estas infraestructuras han ganado gran importancia al resolver conflictos, como la congestión de embarcaderos y la falta de almacenamiento. Dentro del Ecuador, su desarrollo requiere una cuidadosa planificación y adaptación de instalaciones para contenedores y de una normativa jurídica que asegure la inversión de este tipo de proyectos. El estudio de la Terminal Marítima de Zaragoza (tmZ), permite conocer un caso de un centro logístico exitoso que consiente evaluar la viabilidad de un proyecto similar en el austro ecuatoriano, considerando la infraestructura y la cooperación empresarial similar a la de los clústeres logísticos y la evaluación de aspectos importantes sobre los beneficios, desafíos y perspectivas del proyecto.

**Palabras clave:** Asociaciones Público-Privadas, Clúster Logístico, Puerto Marítimo, Puerto Seco, Transporte Intermodal

# THE VIABILITY OF A DRY PORT ON THE SOUTHERN ECUADORIAN AREA

## ABSTRACT

Global trade and the necessity to improve efficiency in seaports have driven the emergence of intermodal connected to landing sites, called “Dry Ports”. These facilities have gained great importance in resolving conflicts such as port congestion and lack of storage. Within Ecuador, its development requires careful planning and adaptation of container facilities and legal regulations that ensure the investment of this type of project. The study of Zaragoza Maritime Terminal (Zmt) allows us to know a case of successful logistic center that allows evaluating the viability of a similar Project in the Ecuadorian austro, considering the infrastructure and business cooperation like that of logistics clusters, and the evaluation of important aspects about the benefits, challenges, and perspectives of the project.

**Keywords:** Dry Port, Intermodal Transport, Logistic Clusters, Public-Private Associations, Sea Ports

# TABLE OF CONTENTS

INTRODUCTION.....	1
CHAPTER 1.....	2
1. CONCEPTUALIZATION OF DRY PORT .....	2
1.1 Definition and Characteristics of Dry Ports .....	2
1.2 Infrastructure and Functionality of Dry Ports.....	3
1.3 History and Evolution of Ports .....	3
1.4 Customs Context in Ecuador: Background and Development .....	4
1.5 Dry Port Project in the Ecuadorian Austro Zone: Background .....	5
CHAPTER 2.....	7
2. APPLICABLE LEGAL REGULATIONS FOR THE IMPLEMENTATION OF THE DRY PORT IN THE ECUADORIAN SOUTHERN.....	7
2.1 Analysis of the Supreme Charter.....	7
2.2 Analysis of the International Standard .....	10
2.3 Analysis of Codes and Organic Laws.....	11
2.4 Analysis of Legislation for Decentralized Autonomous Governments .....	16
2.5 Analysis of the Resolutions .....	19
2.6 Infrastructure and Road and Air Connectivity.....	24
CHAPTER 3.....	27
3. CASE OF STUDY: ZARAGOZA INTERMODAL LOGISTICS PLATFORM.....	27
3.1 Description .....	27
3.2 History and Evolution of the Zaragoza Maritime Terminal .....	27
3.3 Infrastructure and Strategic Location .....	27
3.4 Commercial and Economic Impact of the Zaragoza Maritime Terminal .....	29
3.6 Technological Innovations and Digitalization at the Zaragoza Maritime Terminal .....	31
3.7 Logistics Innovation: The Zaragoza Maritime Terminal as a Model for a Dry Port in Southern Ecuador	33
CHAPTER 4.....	35
4. AUSTRO DRY PORT.....	35
4.1 Motivation for the promotion of the creation of the Dry Port .....	35
4.2 Strategic Geographic Zone for the Establishment of a Dry Port in the Southern Ecuadorian Zone	36

4.3	Dry Port Infrastructure .....	39
4.4	Impact on the Economy and Socioeconomic Development of the Austro .....	43
4.5	Obstacles and Challenges for the Implementation of a Dry Port in the Southern Ecuadorian Zone 49	
4.6	Relevant Aspects About the Austro Dry Port Austro Approach .....	49
CHAPTER 5 .....		51
5.	RESULTS .....	51
6.	CONCLUSIONS .....	52
7.	RECOMMENDATIONS .....	54
8.	REFERENCES .....	55
9.	APPENDICES .....	59

# INDEX OF FIGURES AND APPENDICES

## Index of figures

<b>Figure 1</b> Cañar-Guayaquil Route .....	38
<b>Figure 2</b> Cuenca-Molleturo Route.....	38

## Index of appendices

<b>Appendix 1</b> Informed consent – Eng. Alexi Muñoz Franco .....	59
<b>Appendix 2</b> Transcription of the interview with Eng. Alexi Muñoz Franco.....	60
<b>Appendix 3</b> Informed consent – Mgr. Maria Emilia Crespo Amoroso .....	64
<b>Appendix 4</b> Transcription of the interview with Mgr. María Emilia Crespo Amoroso .....	65
<b>Appendix 5</b> Informed consent – Eng. Juan Pablo Tamayo .....	69
<b>Appendix 6</b> Transcription of the interview with Eng. Juan Pablo Tamayo .....	70

# INTRODUCTION

The evolution of global trade and the constant need to move goods across various regions has challenged the efficiency of traditional seaports. This phenomenon has led to the emergence of alternative non-coastal infrastructures, inland, directly connected to the main seaports and through high-capacity transport routes, known as "Dry Ports". The emergence of these intermodals is not recent, but their relevance has increased in recent decades, as they allow overcoming the challenges of congestion and lack of storage in the main ports. The creation of these ports involves meticulous planning of infrastructure and functionality, and specialized and adaptive facilities are required to allow the storage of containers. Likewise, it is necessary to know if Ecuador possesses the necessary legal security for the implementation of this type of projects, which by their nature have a collaborative model of Public-Private Partnership. For this, it will be necessary to conduct the analysis of various regulations, such as: the Constitution of the Republic of Ecuador, the International Regulations, Organic Codes and Laws, and their respective regulations, the Legislation for Decentralized Autonomous Governments and the Transfer Resolutions.

In addition, it is necessary to make the analysis of a successful case of a Dry Port that could be taken as an example for the location of the logistics center in Ecuador, so the study of the Maritime Terminal of Zaragoza (tmZ) will be carried out, which thanks to its strategic location currently constitutes the key logistics hub for imports and exports of Aragon. Also, it is necessary to know if there is a strategic geographical area that allows the location of the intermodal in the southern area of Ecuador, as well as the infrastructure and operation of a logistics cluster, which in turn, its adaptive system of substructures and cooperation of private companies can become of great relevance for the proper functioning of a Dry Port, as it is proposed in the project presented by the private company SERVIFRUCTUS in collaboration with the National Customs Service of Ecuador, for the Ecuadorian Austro. In addition to carrying out a study based on research and interviews with various individuals who work in both public and private institutions, to know what would be the benefits that this project would generate to the area, as well as the different obstacles and challenges that may arise during the siting process and the various points of view and/or relevant aspects that the interviewees can contribute with respect to the project.



# THE VIABILITY OF A DRY PORT IN THE SOUTHERN ECUADORIAN AREA

## CHAPTER 1

### 1. CONCEPTUALIZATION OF DRY PORT

#### 1.1 Definition and Characteristics of Dry Ports

The increasing traffic and the necessity to transport goods worldwide have rendered seaports inadequate for direct operation of standardized cargo units. It results in the need for the creation of alternative physical infrastructures inland, connected directly with one or several maritime points via high-capacity transport routes, known as “Dry Ports” (Eternitygroup, 2022).

According to the definition given by UNCTAD (United Nations Conference for Trade and Development), a dry port is considered as a “*non-coastal facility for public use, other than a Port and an Airport, approved by a competent body, equipped with facilities fixed and offering services to handle and temporarily store any type of merchandise including containers – that is considered ‘In Transit’ for customs purposes, by any mode of non-coastal surface transport, and that also has the capacity to carry out controls customs procedures that allow these merchandise to continue their transit, complete the trip and be used locally, be cleared for export, or be re-exported as the case may be*” (Páez, 2020, p.2).

Some characteristics that differentiate dry ports from other terminals are direct connection with other ports by an intermodal transport system, provision of customs service’s inside of the infrastructure, documentation management, biggest storage capacity and distribution service, and it offers functions that provide added value to the merchandise (Eternitygroup, 2022).

The first mention that exists about dry ports dates back to specialized magazines that were related to transportation and is evidenced in 1980, while in scientific magazines they appear in 1986. They were not considered a topic of interest until 20 years later. Then, they were proposed as a solution of the increasing problems for lack of storage in Maritimes ports and logistical requirements in the optic functionality of supply chains. The dry port is located in the first level of a functional transportation hierarchy of the transport within the country. It facilitates the decongestion of maritimes ports, clearance of customs procedures, security

controls, containers maintenance and various activities such as handling Transportation Units within its facilities (González et al., 2015).

## **1.2 Infrastructure and Functionality of Dry Ports**

The initial intention for the creation of a dry port is to develop a base of specialized services and facilities, starting from an adaptive and regulatory system of cellars and courtyards appropriate for the storage of containers. Also, it must permit the easy handling and manipulation of the charge. At the same time, it must have a flexible system of basic necessities for their possible future expansions. A project for a dry port needs to be a safe and closed unit. It requires to contemplate in their installations the placement of: refrigeration cameras for the products that require it, an automobile center, modular warehouses for storage and load shifting, a bascule zone, public and private parking, specialized storage in assembly of small industry elements, tank areas specialized in the chemical industry, communications center to control cargo vehicles at any time, porter's lodge and closed-circuit control systems, administrative area, meeting rooms, among others (Páez, 2020).

The geographic determination for the installation of these kinds of infrastructure is a crucial problem. Not all countries have the territory or the necessary space for the construction of these bases inside the territory. In addition, it represents significant economic, social, and environmental repercussions; that from an economic perspective it is necessary to take into consideration. There is no certainty if the offer made would be totally or partially supported by the State in its different instances, or whether it falls under the private sphere (González et al., 2015). However, the creation of these types of strategies are a grand motivation for the application of new economic and social ways that can comply with the needs of the market. This could also address aspects such as competitiveness and productivity. It can generate new needs to be covered such as logistics management and preparation, and technology for cooperation between the State and small and medium-sized companies, generating new and better labor and commercial opportunities (Toapanta Mendoza & González Aguilera, 2021).

## **1.3 History and Evolution of Ports**

Since ancient times, man has looked for a way to market his products. It could be in exchange for payment in the currency of the time and the region or by exchanging them with

other products according to the needs and conveniences of each merchant. In this search for better opportunities for the trade of products and, due to how difficult and delayed transportation from one region to another by land was, they discovered that the sea route was a better option for their purposes. Then, in the Neolithic period river transport became an essential element for the exchange of products (barter) (Encuentro Argentino de Transporte Fluvial, 2009).

Bartering favored the movement of goods, and river transportation was able to connect some villages with another through rivers, on rafts built with animal skins, which over time were perfected with new materials. One of the advantages that this type of transport offered was, whether for volume, weight or quantity, it was cheaper than the other that paid for transport of the products by land. This, especially when long distances were considered, had to be covered to market the merchandise. As it is known, during the industrial revolution period, river navigation became the basis of the economy of the time. Since the necessity for large quantities of products made is necessary to import, which had to be even moved from one continent to another (Encuentro Argentino de Transporte Fluvial, 2009).

Later, at the beginning of the 20th century, land transportation showed significant advances by providing new means of transportation as railroads and vehicles. Together with the appearance of air transportation, it led to a decrease in the use of river transportation. This did not mean that this type of transport was no longer the most appropriate means for large quantities of goods. The continuous global growth has generated an imbalance in the markets within the cities. An adequate order has not been contemplated in their development, for which distribution and logistics centers have been generated, also known as dry ports. These are spaces where optimization where the optimization in the commercial interaction of diverse economic activities is forged. It also allows an adequate management, representing a support for productivity and internal competitiveness (Toapanta Mendoza & González Aguilera, 2021, p. 3).

#### **1.4 Customs Context in Ecuador: Background and Development**

River transportation is highly efficient for moving products in large quantities. This need led to the establishment of major maritimes ports with the enough capacity to host all the transported merchandise. In the case of our country (Ecuador) we have ten seaports, with the Gulf of Guayaquil, province of Guayas being the most crucial, handling 92% of the country's imports and 55% of all exports (Nanot, 2022).

Within Ecuador, the Administration of the Royal Customs and Alcavalas of Guayaquil, were created in the year 1778 by the visitor and president of the Court of Quito, Mr. Dn. José García de León y Pizarro. Then, once the First Constituent Assembly was established in the city of Riobamba on August 14, 1830, the Republic of Ecuador was born. This brought with it the new customs duties, for which the facilities mentioned before would continue to be available, becoming a legacy of the colonial period (Servicio Nacional de Aduana del Ecuador, 2017).

The nationalization of products and merchandise has generated great changes in the demand for products and their marketing. This development forced countries, including ours, to create a variety of terminals with the capacity to control both imports and exports of the products. These kinds of terminals had been called intermodal, regardless of whether they are maritime, air and/or dry ports. In the case of Ecuador, we have landing sites and airfields. Hence the interest of this research work to analyze the feasibility of implementing this other type of intramodality known as "dry port" in the southern zone of our country. For this it is necessary to know the definition of dry port constant in the Regulation to the Title of Customs Facilitation for Trade of Book V of the COPCI: “...inland intermodal terminal, directly connected to one or several maritime, air and/or river terminals, with the ability to postpone customs control upon entry into the dry port, duly authorized by the National Customs Service of Ecuador” ([RCOPCI], 2022).

### **1.5 Dry Port Project in the Ecuadorian Austro Zone: Background**

An example of the operation for a dry port is the Inland Terminal of Zaragoza, located in Spain. This facility is an extension of the ports in the interior, where most of Aragon's imports and exports currently take place. Thanks to its strategic location in the country, it is part of one of the most important agri-food logistics platforms ever built. This port operates with more than 120 companies, the 24 hours of the day and 365/366 days of the year (tmzaragoza, n.f.). In 2022, there was already a previous socialization about the creation of a possible project of a dry port in the Ecuadorian Austro zone. On April 26 of the same year, the then General Director of the National Customs Service of Ecuador, Mrs. Carola Ríos Michaud signed a contract for the investment of the project with the private company SERVIFRUCTUS. On August 11 the Bailment contract of the private company, and the SENA E was established, exposing the idea through local news on September 29, 2022 (Servicio Nacional de Aduana del Ecuador, 2023, p. 11). In the event that there is feasibility for

the implementation of a Dry Port in the southern zone, the authorities should take advantage of the existing connections in the country, whether through roads or through the aerodromes that connect the entire national territory. This project would require a public-private collaborative model, so it will be necessary to analyze if the legal conditions exist for the investment and operation of the project, as well as for the provision of services by the public sector. Also, it will be necessary to analyze the possible advantages that this project would bring to the economic and the labor sector.

## **CHAPTER 2**

### **2. APPLICABLE LEGAL REGULATIONS FOR THE IMPLEMENTATION OF THE DRY PORT IN THE ECUADORIAN SOUTHERN**

#### **2.1 Analysis of the Supreme Charter**

Our constitutional legislation, similar to that of many Latin American countries, has embraced the theory that there must exist an order of priority in legal norms, with some taking precedence over others in their application. This is why Ecuador has adopted what is known as Kelsen's theory, named after its creator. Kelsen's pyramid, as it is commonly called, succinctly establishes this hierarchy of legal norms.

Based on this introduction and considering de supremacy of the Republic Constitution of Ecuador over the other legal norms, I will develop an analysis of the constitutional Norms related to this investigative work:

##### **2.1.1 Republic Constitution of Ecuador**

Our Constitution establishes with total clarity that it is the Ecuadorian State which has the exclusive power regarding the provision of public services, as the article 314, which establishes *“Art. 314.- The State will be responsible for the provision of public services of drinking water and irrigation, sanitation, electrical energy, telecommunications, roads, port and airport infrastructure, and other services determined by law. (...)”*. Furthermore, in this same article, its final section establishes that the State will ensure prices and rates that are equitable for public services, and it will establish its control and regulation (Asamblea Nacional del Ecuador, 2008, p. 158).

From reading the content of this constitutional norm, it is understood that the State is responsible for the port and airport infrastructures, understanding that within these we have seaports and inland intermodal ports (dry ports). In order to clearly establish if the implementation of a dry port in the Ecuadorian Austro zone is pertinent, we have to keep in mind that our constitutional legislation establishes a pyramid in which the constitutional and legal norms are ubicated, and where the Constitution of Ecuador maintains supremacy over the other legal bodies. So, we have what the articles 424 and 425 of the RC provide:

“Art. 424.- The Constitution is the supreme norm and prevails over any other norm in the legal system. (...)” (p. 201).

Art. 425.- The hierarchical order of application of the rules will be as follows: The Constitution; international treaties and agreements; the organic laws; ordinary laws; regional standards and district ordinances; the decrees and regulations; the ordinances; agreements and resolutions; and other acts and decisions of public powers (p. 202).

The regulatory hierarchy will consider, as appropriate, the principle of competition, especially the ownership of the Decentralized Autonomous Governments (DAG) power. Understanding that, in the case of the DAG, for the principle of competition, they have the right to establish their own normative, but with a local scope of application, whether provincial or cantonal. In this case, through ordinances or resolutions, without meaning that these legal norms are above the Constitution.

This consideration is made because later we will see that for the implementation of a dry port in the southern Ecuadorian area, it will also be necessary to resort to a local normative, specifically the ordinances of the Decentralized Autonomous Government of the Azogues canton, since the project of the Implementation of this Dry Port is planned to be in the Javier Loyola parish of this canton.

Continuing with the analysis of the constitutional norms, is necessary to also analyze the content of the 316 article of the Magna Carta, which text establishes:

Art. 316.- The State may delegate participation in strategic sectors and public services to mixed companies in which it has a majority shareholding. The delegation will be subject to the national interest and will respect the deadlines and limits established by law for each strategic sector.

*The State may, exceptionally, delegate to private initiative and the popular and solidarity economy, the exercise of these activities, in the cases established by law (Asamblea Nacional del Ecuador, 2008, p. 146).*

The Constitutional Court for the transition period, at the request of the ex-President of the Republic of Ecuador, the Economist Rafael Correa Delgado, made an interpretation of the 313, 315 and 316 articles of the Constitution, which led into the Court’s Constitutional Resolution No. 1, published in the Official Supplement Registry 629 of January 30, 2012.

Before responding to the request for this interpretative consultation, the Constitutional Court, among other legal problems, proposed the following inquiry: a) What is meant by “strategic sectors” provided in our Constitution?

The Constitutional Court resolves the answer to this problem with the content of 313 article of the same Constitution, that indicates strategic sectors as “those that, due to their significance and magnitude, have decisive economic, social, political, or environmental influence” the same ones that “should be oriented towards the full development of rights and social interest.”.

In the same way, this article identifies energy in all its forms, telecommunications, and transportation as strategic sectors.

In the interpretation that made the Constitutional Court it states the following:

(...) be interpreted that the Central State, through the competent control and regulation authorities of the Public Administration or central Government, which have said legal attribution, may delegate to mixed companies, or exceptionally to the private initiative or popular economy and solidarity, the management of strategic sectors and/or the provision of public services, in the cases contemplated in the law of the relevant subject or sector (Sentencia No. 001-12-SIC-CC CASO No. 0008-10-IC, 2012, p. 12).

Likewise, it was interpreted in relation to exceptional cases indicated in the second paragraph of the article 316 ejusdem. To allow private initiative and the popular and solidarity economy to manage strategic sectors and/or provide public services within the scope of the consulted constitutional provisions, they must adhere to what is established in the corresponding law and regulated by the competent authorities of the Public Administration or central Government, which have that legal attribution.

As can be appreciated from the constitutional interpretation by the Constitutional Court during the transition period, it is clearly established that the private sector can invest in the strategic sector, but they must always be subordinate to the regulations established by the competent authorities.

This means that the private investment anticipated for the implementation of a Dry Port in the southeast Ecuadorian area is constitutionally viable, and that private investors enjoy sufficient legal security to carry out their investment.



## **2.2 Analysis of the International Standard**

### **2.2.1 Cartagena Agreement Decision No. 574: Andean Regime on Customs Control**

As it is a dry port or inland intermodal port, we must consider for this research the content of supranational regulations, such as the Cartagena Agreement Decision 574, published in the Official Registry No. 317 of April 20, 2004, within of the Andean Regime on Customs Control.

This Decision was adopted by the Andean Community Commission, made up of representatives of the four member countries (Peru, Colombia, Ecuador, and Bolivia) of the Andean Nations Community. Aiming to harmonize customs controls standards and defining the competences that are common to all the customs authorities of the country's members, to jointly apply customs controls measures.

This decision established twenty-six articles, among which the following are noteworthy:

Art. 1.- For the purposes of applying this Decision, the following will be understood:  
Customs Administration: The Public Administration body competent to apply customs legislation, collect customs taxes, apply other laws and regulations related to destinations and operations. customs authorities and exercise fiscal privileges, control and customs power.

Capacity of the goods: Power of the customs authority that consists of carrying out one or more of the following actions: Verification of the Single Customs Document (DUA), physical recognition of the goods, review of all the documentation required in application of the laws and regulations relating to the import or export of goods, in order to verify compliance with the requirements and conditions required by the requested customs regime and to determine the customs taxes required (La Comisión de la Comunidad Andina, 2004, p. 2).

As can be understood, what is pretended is that the public administration of each country and in general of member countries of the CAN, exercise absolute control of the customs administration. This is based on what is given by this supranational standard, but in direct accordance with the internal legal regulatory of each member country.

This is also expressed in the second article of this Decision that establishes:

Art. 2.- The purpose of this Decision is to establish the rules that the Customs Administrations of the Member Countries of the Andean Community must apply for the control of foreign trade operations. In this sense, customs control will be understood as the set of measures adopted by the customs administration with the aim of ensuring compliance with customs legislation or any other provisions whose application or execution is the responsibility or responsibility of customs (p. 3).

Later, it will be seen how these regulations are consistent with those contained in Ecuadorian legislation for the administration and control of customs activities, whether in ports or airports.

## **2.3 Analysis of Codes and Organic Laws**

### **2.3.1 Organic Code of Production, Trade and Investment and the Regulations under the Title of Customs Facilitation for Trade, of Book V of the COPCI**

OF THE OBJECTIVE AND SCOPE OF APPLICATION Art. 1.- Scope. - All natural and legal persons and other associative forms that carry out a productive activity, anywhere in the national territory, are governed by these regulations.

The scope of this regulation will cover its application (...) Likewise, it will be governed by the principles that allow strategic international articulation, through trade policy, including its application instruments and those that facilitate foreign trade, through of a modern transparent and efficient customs regime (Código Orgánico de la Producción Comercio e Inversiones [COPCI], 2010, p. 3).

This Code establishes the role of the State in the productive development with a series of literals that prescribe how to promote the productive development in the country. But for the purposes for linking this legal regulation to my research work it is necessary to refer to the content of literal h of article five ibidem (p.5).

h. Logistics and infrastructure development that enhances productive transformation, for which the State will generate the conditions to promote the efficiency of maritime, air and land transportation, under a comprehensive approach and a multimodal operation; (p. 6).

As can be seen, the possibility of implementing an intermodal port (dry port) is already provided in the national legislation. Therefore, the project to implement a dry port in the southeastern region of Ecuador is appropriate, not only because it is covered by this Code,

but also because it is a means for the Ecuadorian State to foment de productive development in the region and improve the socioeconomic situation of the population.

This, as all regulations, needs to be in concordance with our constitutional legislation due to the hierarchical order of the regulations as previously seen. This Code also foresees the possibility of access to a public-private investment, as established in article13:

Art. 13.- Definitions. - For the purposes of this regulation, the following definitions will apply:

b. New Investment. – (...) For the application of the incentives provided for new investments, this is understood as the flow of resources destined to increase the capital stock of the economy, through effective investment in productive assets that allows expanding future productive capacity, generating a higher level of production of goods and services, or generating new sources of work, in the terms provided for in the regulations. (...) (p. 10).

For the non-tax aspects provided in this Code, new investments are also considered as any investment made for the execution of public projects under the public-private partnership modality.

Everything states is reinforced by the content of the articles 34, 35, 36, 37, and 103 of the COPCI, which text provides:

Art. 34.- The national Government may authorize the establishment of Special Economic Development Zones (ZEDE), as a customs destination, in delimited areas of the national territory, so that new investments can be established, with the incentives detailed herein. normative; which will be conditioned to the fulfillment of the specific objectives established in this Code, in accordance with the parameters that will be set by regulatory standard and those provided for in the territorial planning plans (p. 18).

Art. 35.- Location. - The Special Economic Development Zones will be installed in delimited geographical areas of the national territory, considering conditions such as: preservation of the environment, territoriality, potential of each locality, road infrastructure, basic services, connection with others. points of the country, among others, previously determined by the governing body in matters of productive

development, and in coordination with the entity in charge of national planning and will be subject to special treatment of foreign trade, tax and financial (p. 18)

Art. 36.- **Types.** - The Special Economic Development Zones may be of the following types:

c. - To develop logistics services, such as: cargo storage for consolidation and deconsolidation purposes, classification, labeling, packaging, repackaging, refrigeration, inventory management, management of dry ports or interior cargo terminals, coordination of national distribution operations or international merchandise; as well as the maintenance or repair of ships, aircraft and land transport vehicles of goods. (...) (p. 18).

Art. 37.- Customs control. - People and means of transport entering or leaving a ZEDE, as well as the limits, access and exit points of the special economic development zones, must be subject to the surveillance of the customs administration. Customs control may be carried out prior to entry, during the stay of the goods in the area or after their departure. The procedures established by the customs administration for control will not constitute an obstacle to the flow of the productive processes of the activities carried out in the ZEDE; and they must be simplified for the entry and exit of merchandise in these territories (p. 19).

Art. 103.- Scope of application. - This title regulates the legal relations between the State and natural or legal persons that carry out activities directly or indirectly related to the international traffic of goods. (...) (p. 41)

In relation with the Regulation on the Title of Customs Facilitation for Trade, in Book V of the Organic Code of Production, Trade and Investment, hereinafter RCOPCI, under analysis, we find the definitions used for customs facilitation for trade. Specifically the content of Article 2 literal v, establishes:

(...) v.- Customs Control. - It is the set of measures adopted by the Customs Authority in order to ensure compliance with the legislation, the application or execution of which is within its competence or responsibility, to which the different foreign trade operators must submit; (Reglamento al Título de la Facilitación Aduanera para el Comercio Del Libro V del COPCI [RCOPCI], 2022, p. 4).

From the monitoring and development of the regulatory texts that have been described so far, we can observe that all of them seek to improve the productive development of the country and the region. They also pretend, in this desire to promote the development, to have common legal instruments to exercise the control and administration of the different areas destined for the import and export process of products such as airports and ports, including intermodal terminals or dry ports.

From the reading of these normative bodies, we can also observe that the article 34 of the COPCI refers to the parameters that need to be set through the territorial planning plans. This meant that the Decentralized Autonomous Governments need to act according to their competences to set the powers and requirements for the implementation of this kind of commercial activities, and for the physical spaces destined to these activities. For that, then I will be analyzing the local normative existing in the city of Azogues, where the dry port is pretended to be implemented.

### **2.3.2 Analysis of the Organic Law of Economic Efficiency and Employment Generation and its Regulations**

This normative body, in the Second Book, creates the regime for attracting investments through Public-Private Associations. The objective of this law is to establish the institutional framework, the rules and the applicable processes for the participation of the private sector and the popular economy and solidarity in the management of the public investment projects related to the infrastructure and public services or strategic sectors in accordance with the prescribed terms in the Republic Constitution, the current legal system and this Law, as is stated in the first part of the article 1 of the Law.

As it was stated previously, every Law needs to be in full concordance with the Republic Constitution. For that, this normative body already clearly regulates the exceptionality described in the second paragraph of 316 article of the Constitution, and that was subject to an act of Constitutional Interpretation. This regulation appears in the third article of the law under analysis:

Art. 3.- Exceptionality. - The delegation of public services or strategic sectors to the Private Initiative is exceptional. This exceptionality is generally regulated in this Law throughout the PPP Project cycle and, in particular, will be justified as long as the respective projects generate Value for Money (Asamblea Nacional del Ecuador, 2023, p. 22).

In compliance with the PPA project provided in this legal body, its Regulations and the other normative issued by the Interinstitutional Committee of Public-Private Associations (CIAPP), by operation of law, authorizes the exceptional delegation of public projects, without the need of any additional administrative act.

The powers of planning, stewardship, regulation, and control vested in the State cannot be delegated.

It is clear that the possibility of private investments in the public sector can occur as long as it is justified that they generate value in money, and it also confirms that financing controls will be under the power of the State through its institutions.

For this purpose, the proponent and current president of the Republic of Ecuador, Daniel Roy Gilchrist Noboa Azín, has included in this Law an Interinstitutional Committee of Public-Private Associations, which oversees approving and issuing policies and regulations to guarantee legal security for public-private investment processes, as is stated in the article 5 of this Law:

Art. 5.- Of the Interinstitutional Committee of Public-Private Associations. - The Interinstitutional Committee of Public-Private Associations (CIAPP) is created as a collegiate body of an intersectoral nature of the Central Public Administration, for the exercise of the powers indicated in article 7 of this Law (Asamblea Nacional del Ecuador, 2023, p. 23).

A very important aspect of this Law is contained in article 12. This one describes the types of public projects that can be executed through Public-Private Alliances, between them is the one described in the a literal that describes:

“(...) a. The design, financing, construction, equipment, operation, maintenance and delivery of a new infrastructure work, as well as the provision of a Public Service in the terms of this Law;” (p. 25).

As mentioned in this work, the existing regulations in our country, such as the one that is in analysis, permits Public-Private Partnerships and guarantee legal security for the implementation of an intermodal port (dry port) in the south of Ecuador.

Along with what is established in the Law under analysis, I also found that its Regulation contains various articles that reinforce what was expressed. Thus, made reference

to topics relevant to my subject on study, which is what is described in the article 11 ejusdem, that gives the definition of the customs administration, and it does in the following way:

(...) 1. Customs Administration: competent public administration body, to facilitate foreign trade, exercise customs control and power, collect duties and taxes, fees and any other surcharge collected by customs and apply customs legislation, the rules and regulations relating to customs destinations, regimes and operations (Asamblea Nacional del Ecuador, 2024, p. 6).

## **2.4 Analysis of Legislation for Decentralized Autonomous Governments**

### **2.4.1 The Organic Code of Territorial Organization, Autonomy and Decentralization “OCTOAD”**

Our Republic Constitution established the new territorial organization of the State. This new organization also incorporated additional powers and competencies to the Decentralized Autonomous Governments, regulated by the Organic Code of Territorial Organization, Autonomy and Decentralization “OCTOAD”. This guarantees political, financial, and administrative autonomy for these local governments, allowing them to develop a decentralized management model of the national government.

These Decentralized Governments in our country are composed of Regionals Governments, that are not yet implemented, the provincial Governments, the cantonal Governments, and the parish Governments.

For the investigation topic, it is necessary to analyze the powers of the municipal Decentralized Autonomous Government, specifically of the Azogues canton, in the province of Cañar.

For that, it is necessary to keep in mind the content of the following articles:

*Art. 57.- Powers of the Municipal Council.* - The municipal council is responsible for:

a.- The exercise of regulatory power in matters of competence of the municipal Decentralized Autonomous Government, through the issuance of cantonal Ordinances, Agreements and Resolutions; (Asamblea Nacional del Ecuador, 2010, p. 20).

e) Approve the cantonal development plan and the territorial planning plan formulated in a participatory manner with the action of the cantonal planning council and the citizen participation bodies, as well as evaluate their execution; (p. 20).

w.- Issue the construction ordinance that includes the technical and legal specifications and standards by which the construction, repair, transformation and demolition of buildings and their facilities must be governed in the canton (p. 21).

x.- Regulate and control, through the corresponding cantonal regulations, the use of land in the territory of the canton, in accordance with the laws on the matter, and establish the urban planning regime for the land;

As it can be seen, from the content of these articles, it is the responsibility of the municipal Decentralized Autonomous Governments to regulate the use of land in the territory of the canton. Also, to approve the cantonal development plan and the territorial planning plan (TDPP).

#### **2.4.2 Territorial Development and Planning Plan for the Azogues canton, Cañar province (TDPP)**

The TDPP is a legal juridic instrument contained in a municipal ordinance, that needs to have concordance with the National Development Plan and with a cantonal development plan. This is a base norm to establish the public policies that are generated for cantonal development in all its areas of competence.

In Azogues, the TDPP was approved by the Municipal Council on September 15, 2022. It was published in the Official Registry Special Edition No. 654, on the same day (Consejo Municipal del cantón Azogues, 2022, p. 14).

Since TDPP is the base standard for territorial planning, it includes in its document the normative to know if it is possible or not the implementation of an intermodal port in that canton. For that I will make an analysis about this juridic document.

The text of this technical-legal document in relation to this research work, brings us the following article:

Art. 9.- Glossary. - For the understanding of these regulations, the following terms will be used: (p.26).

Territorial Intervention Polygons. (PIT) - These are the urban or rural areas defined by the Land Use and Management Plan, based on the identification of homogeneous



geomorphological, environmental, landscape, urban, socioeconomic and historical-cultural characteristics, as well as the capacity of support of the territory, or of large infrastructure works with high impact on the territory, on which the corresponding treatments must be applied; (p. 29).

As can be seen, the possibility of establishing geographic areas within the canton, whether rural or urban, is already foreseen. Areas where the capacity to support large infrastructures works with high impacts on the territory can be established.

This TDPP, according to article 11 of the *ibidem* ordinance, intends to achieve its objectives in a period of five years from its approval. It is in full force, likewise, the Use Plan and Land Management, UPLM for its acronym, is also part of this instrument that is valid for twelve years.

For a better understanding, it is necessary to indicate the meaning of UPLM, which is a regulatory planning instrument. With this instrument the DAG regulates and manages the use, the occupation and the transformation of the land. They are attached to the development vision and the territorial model of each canton (Superintendencia de Ordenamiento Territorial, 2021).

Continuing with the analysis, we found the content of the Chapter I, referent to the general aspects, the classification and subclassification of the land. For that, the 29 article establishes:

Art. 29.- General Aspects. – (...) The land urban planning regime is applied at the level of the entire canton, it determines the classification and subclassification of the land, from which the occupation characteristics of the buildings, uses and their compatibilities will be established for both the capital cantonal, urban capitals of the rural parishes and the rest of the cantonal territory (Consejo Municipal del Cantón Azogues, 2022, p. 40).

As it can be seen, the standard itself already establishes the possibility of classifying land according to its uses and compatibilities. This content is closely related to article 83 of the same regulatory body, which states:

Art. 83.- Destinations of land uses. – Within the Territorial Intervention Polygons, distributed in each land classification and subclassification defined in the structuring component of the PUGS, land uses may have the following destinations: (p. 67).

d.- Industrial use. - It is intended for areas of the city on rural or urban land, with the presence of industrial activity of varied impact, which produces goods or material products. (...) (p. 67).

e.- Use of Equipment. - It is land intended for activities and facilities that generate social and public goods and services to satisfy the needs of the population or guarantee its recreation, regardless of its public or private nature. (...) (p. 68).

By reading this article, we can see how the TDPP of Azogues has already foreseen the possibility of determining the destiny of land use, depending on the cantonal development planning. Also, with the vision that in the future activities of high impact that generate social goods and services can be established in the territory. The objective would be to satisfy the needs of the population.

In order to study this ordinance (TDPP), as expressed in Article 88, for a specific area of the canton's territory to be considered for industrial use, it needs to comply with certain technical specifications. These specifications range from determining if the industrial activity is of low, medium or high impact, as well as establishing the degree of transformation or land use (Asamblea Nacional del Ecuador, 2010).

Thus, we have that, in the industrial estate, when the intervention area is equal to or greater than two hectares.

Among other requirements, access must be guaranteed through roads that also guarantee the circulation of the vehicular flow's necessities for the operation. This, through the presentation of studies about mobility and infrastructure works or guarantee the incorporation of access which its costs will be borne by the promoter. Also, it must guarantee the application of mitigation and compensation measures for the community or communities close to the location. These measures will be determined through a process determined by the Planning Directorate and will be approved by the Cantonal Council, and the reports and studies determined by the Planning Directorate for each case must be presented.

## **2.5 Analysis of the Resolutions**

It has been mentioned in this investigative work that the SENAE is the entity in charge of dictating public policies and exercising control of customs activities in Ecuador. That is why within the scope of its powers it has issued several resolutions, of which we will analyze

those that have concordance with the topic of this work, the implementation of a dry port in the Ecuadorian southeast area.

### **2.5.1 Analysis of the Resolution No. Senae-Senae-2022-0053-RE**

In this resolution, the first article establishes its scope of application, and regulates the legal relations between the customs administration and the natural or legal persons that are involved in customs operations, including the transportation of goods from one place to other.

Article 1.- Scope of Application. - This Resolution regulates the legal and operational relations between the customs administration and the natural or legal persons involved in the customs transfer operation, through which merchandise is transported under the control and authority of the National Customs Service of Ecuador, from one point to another within the Ecuadorian customs territory (Servicio Nacional de Aduana del Ecuador, 2022, p. 3).

Later, we will find the content of article 11 that refers to the planned transfer of goods from one point to another within the national territory. It also mentions that this planned transfer is used, among other cases, to transport merchandise from a place of arrival to a temporary warehouse, to a special economic development zone (ZEDE), dry port or other places that were set by the customs administration, if customs clearance has not been carried out. This transfer can be carried out by sea, river or land.

Article 11.- (...) 1. To transport goods from their place of arrival in the country to a temporary warehouse, Special Economic Development Zone (ZEDE), Dry Port or other places established by the customs administration, provided that it has not been carried out its customs clearance; It can be carried out by sea, river, air or land in a national or international means of transport, to carry out the clearance process, execute a customs operation or for the development of a customs regime or destination (p. 7).

For its part, article 12 *ibidem* establishes what information the request for planned transfer of goods must contain:

Article 12.- Transfer request. - Every planned transfer will begin with the transfer request, which will contain the following information:

- 1) Name of the consignee, consignor or exporter with their identification document number (certificate or RUC), as applicable;
- 2) Name of the applicant, with its ID, RUC or foreign trade operator code;
- 3) Number of cargo units for containerized cargo or number of packages for loose cargo.
- 4) Total gross or net weight of the cargo to be transported, as appropriate;
- 5) Description of the merchandise;
- 6) Place of origin and destination, with indication of the route detailed in the catalog; with the exception of means of maritime and air transport, which must only indicate the place of origin and destination.
- 7) Number of seals or security seals, where applicable;
- 8) Customs value of the merchandise and number of the guarantee that will support the operation, where applicable;
- 9) Identification of the cargo manifest number and transport document that covers the merchandise to be transported, in the case of merchandise that arrives in the country; and,
- 10) Customs declaration number in the case of exports.

The application must be attached or associated in a mandatory manner, in the case of goods that arrive in the country:

- a) Invoices or supporting documents of the commercial transaction; and,
- b) As applicable, the transport document(s) of the same cargo manifest, which must belong to the same consignee and port, airport or border crossing point of arrival for imports.
- c) Authorization to enter or exit the ZEDE by the administrator or competent authority, in the cases of planned transfers provided for in paragraphs 1, 4 and 7 of article 11 of this Resolution.

The administrator may submit the transfer request before the arrival of the merchandise, as well as transmit customs import declarations while the customs transfer operation is in progress (p. 8)

As can be seen, in Resolution No. Senae-Senae-2022-0053-RE of June 3, 2022, the possibility of carrying out this customs operation in dry ports within our national territory is already foreseen. In fact, Article 20 gives a name to the transfer operation when it is carried out between temporary warehouses located within the primary zone, between a ZEDE and a temporary warehouse or a dry port, the name that I am referring to is “transfer of short duration”.

Article 20.- Short-term transfer. - The short-term transfer will be used for the following cases: 3. For those carried out between temporary warehouses that are located within the same primary zone and/or dry port. 4. For those carried out between a ZEDE and a temporary warehouse that are located within the same primary zone and/or dry port (p. 10).

From the analysis of this Resolution, *eiusdem*, it has been observed that Article 21 also establishes customs control measures for the execution of the transfer of goods, which includes dry ports. It states that it is the responsibility for placing the electronic security devices for monitoring and controlling the merchandise (PEMA) authorized by the SENAE lies with the person who executes the transfer operation or registers the transfer. Failure to comply with this provision will result in the sanctions established by the control entity for these cases.

Article 21.- Transfer registration. - The short-term transfer will begin with the registration of the transfer operation.

The operator that receives the goods at its facilities as the destination of the transfer will be the one who carries out the registration of the customs operation, being therefore responsible for the correct recording of the required information.

Exceptionally, when the transfer is carried out by means of sea or air transport, the registration of the operation will be carried out by the actual carrier, the latter being responsible for the correct recording of the required information.

In the registration of the short-term transfer operation, the administrator must associate only the corresponding transport documents (p. 21).

#### **2.5.2 Analysis of the Resolution No. Senae-Senae-2022-0075-RE (Guayaquil, de September 27, 2022)**

With this Resolution issued on September 27, 2022, and published in the Official Registry No. 168 on Thursday, October 13, 2022, several articles of the Resolution analyzed

before were reformed (No. Senae-Senae-2022-0053-RE). Among these is included the one that reforms article 11 and it does so with the following text:

4.- Reform article 11 as follows:

a) Replace numeral 1), with the following:

“1. To transport goods from their place of arrival to the country, to a temporary warehouse, distribution area (different from that of the place of arrival), Special Economic Development Zone (ZEDE), Dry Port or other places established by the customs administration, always that customs clearance has not been carried out; It can be carried out by sea, river, air or land in a national or international means of transport, to carry out the clearance process, execute a customs operation or for the development of a customs regime or destination.” (Servicio Nacional de Aduana del Ecuador, 2022, p. 6).

This reform includes the possibility of transporting goods also to a distribution area different from the arrival place, which was not included in this article before the reform.

### **2.5.3 Analysis of the Resolution No. Senae-Senae-2022-0083-RE (Guayaquil, October 20, 2022)**

This Resolution establishes the “GUIDELINES FOR THE MANUAL APPLICATION OF GOODS TRANSFERS”

The scope of application ejusdem is stated in article 1:

Article 1.- Scope of Application. - Establish the necessary considerations, activities and guidelines that must be carried out by Foreign Trade Operators and customs servers of the National Customs Service of Ecuador for the manual application of the merchandise transfer procedure, specifically for cases that are not found. implemented in the computer system, in accordance with the provisions established by the National Customs Service of Ecuador (Servicio Nacional de Aduana del Ecuador, 2022c, p. 4).

From the content of the same Resolution, we can see that there is a certain similarity with the Resolution No. SENAE-SENAE-2022-0053-RE. It establishes when short-term transfers should be used; and, in the Resolution under analysis in article 2, it gives us some definitions, among them it exhaustively defines short-term transfers.

“Article 2.- Definitions. - In order for the terms to be applied correctly, below are some definitions inherent to the transfer of goods:

(...) Short-term transfers. - Short-term transfers are those that are carried out between temporary warehouses, ZEDE and/or dry port that are located within the same province, between authorized areas of the same temporary warehouse as long as the distance is less than 2km, within the same primary zone and/or dry port; and, those carried out between a ZEDE and a temporary warehouse that are located within the same primary zone or dry port.” (p. 5).

From the Resolutions analyzed, it can be seen that all of them mention the possibility of carrying out customs operations in a dry port. Also, that there are the necessary regulations for the SENA and the State in general to carry out the control of these operations. As well as the guidelines and regulations, so that natural or legal persons involved in the import, export, or transfer of merchandise can access this service after complying with all current control regulations.

That is to say, as previously mentioned, Ecuador has the necessary legal certainty for implementing an intermodal port or dry port within the national territory. For both customs operators and control entities, it has the required regulations to execute this commercial operation and enable the generation of new sources of development at the national and local level.

From the analysis of all the legal regulations considered in this research work, it is observable that, according to the national and international legal regulations, and ordinances and resolutions, the implementation of an intermodal port or dry port in southern Ecuador, specifically in the Azogues canton has sufficient legal protection. Additionally, its location in those areas of the country would contribute to the regional economy and, in particular, strengthen the development of the activities of the population of the Azogues canton.

## **2.6 Infrastructure and Road and Air Connectivity**

The Ecuadorian State, through the Organic Law of the National Road Infrastructure and Land Transportation System (LOSNI-VTT), published in the Official Registry Supplement 998 of May 5, 2017, in the article 3 established a classification of land roads. This document defines them as an essential means of communication that unites regions, provinces, cantons and municipal parishes (Asamblea Nacional, 2017, p. 3).

This Law also establishes definitions for the road networks within our territory and names them as: National, state, regional, provincial, cantonal and parish networks, all of them of great importance for the development of this research work. It is necessary to determine if the implementation of the dry port in southern Ecuadorian has sufficient land road connectivity so that the merchandise transfer operations are suitable and adequate for this type of operations.

When we refer to the national road network, it is the one that links all existing highways and roads in the Ecuadorian territory. For their part, the state road networks include those that are under the jurisdiction of the central Government, they are made up of the national trunks, which in turn integrate the roads declared as arterial corridors or as collector roads.

When we say arterial corridors, we are referring to those routes of national integration that intertwine provincial capitals, seaports, airports, border crossings and strategic centers, all of which are necessary for the economic and social development of the country. For the other part, collector roads are those that fulfill the function of collecting traffic from local areas, called cantons, or provinces to connect them with arterial corridors.

In this context, the province of Cañar, considered in our country like zone 6, which also includes the provinces of Azuay and Morona Santiago, has a set of road axes that link these three provinces with the rest of the country, these being the following:

**Azuay: E59:** Cuenca – Girón – Pasaje (limited with El Oro); E582: Cuenca – Molleturo – El Empalme (limited with Guayas); E35: to the north: Cuenca – Azogues; E35: to the south: Cumbe – La Jarata – Oña (limited with Loja); E594: Lumagpamba (Puente Europa) – Gualaceo – Sígsig; y, E40: El Descanso – Paute – Chicty – Guarumales – Méndez.

**Cañar: E35:** Biblian – Zhud – Río Angas (limited with Chimborazo); E40: Zhud – Cochancay – El Triunfo (limited with Guayas); E58: La Troncal – Puerto Inca (limited with Guayas); y, E547: Azogues – Matrama – Mazar.

**Morona Santiago: E45 o Troncal Amazónica:** Gualaquiza – San Juan Bosco – Limón Indanza – Méndez – Logroño – Sucúa – Macas – Puente Pastaza (limited with Pastaza); E594: Sígsig – Chigüinda – Gualaquiza (limited with Zamora Chinchipe); E46: Macas – 9 de Octubre (limited with Chimborazo); y, E40:



Méndez – Morona (Empresa Pública Municipal de Movilidad de Cayambe, 2024).

As we can see, the southern zone of Ecuador, known as zone 6, has good state road connectivity through arterial corridors that link this region of the country with others where seaports are located, such as the province of Guayas and the Oro. Also, as well as the central area of the country and bordering areas such as Loja, which brings us closer to the border area with Peru.

Regarding air connectivity, the city of Cuenca has an airport, which, although it is a national air traffic airport for the transport of passengers, between the cities of Quito and Guayaquil. Studies are currently being developed to establish an international airport with sufficient capacity for other commercial activities, such as freight transportation. This would be of great support to strengthen the dry port implementation project in southern Ecuador.

## **CHAPTER 3**

### **3. CASE OF STUDY: ZARAGOZA INTERMODAL LOGISTICS PLATFORM**

#### **3.1 Description**

The Zaragoza Maritime Terminal (Zmt) is an important logistics center that favors multimodality, and that acts as a tool to boost international trade, which operates as an extension of the port of Barcelona and allows the mobilization of goods by combining several means of transportation, among which are: the train, the boat, and to a lesser extent the truck (Tobar, 2021).

#### **3.2 History and Evolution of the Zaragoza Maritime Terminal**

The Zaragoza Maritime Terminal began its commercial activity in 2001, it was promoted by Mercazaragoza and the Port of Barcelona, as a logistics solution to facilitate the transport of goods between Zaragoza and the main seaports of Aragon. This logistics center aims to promote and impulse imports and exports of its region and its entire area of influence.

Throughout its history, Zmt has experienced several important milestones regarding its evolution, among which the expansion of the terminal's connectivity with the Port of Barcelona stands out, which provided transportation solutions with respect to imports and exports of frozen products (Prensa Diaria Aragonesa, 2010).

The railway terminal project was possible thanks to public-private collaboration, in which the following participated: Mercazaragoza with a contribution of 56.7%, the Port Authority of Barcelona with 21.5%, and the Government of Aragon with 20.5%; and the companies as Grupo Samca, Eurozasa, APM Terminals, Hutchison Ports with 1.3% of the economic total (Tobar, 2021).

#### **3.3 Infrastructure and Strategic Location**

The tmZ has its own railway facilities, and currently constitutes a first-rate logistics hub within the national panorama. In addition, it works to optimize intermodal freight traffic (Mercazaragoza, 2020). The port is located in Mercazaragoza, which is the wholesale food market of the city and whose shareholders are made up of: the Zaragoza City Council with 51%, Mercasa with 48.8%, and 0.2% treasury stock (Tobar, 2021).

Thanks to its geostrategic location, the interior port promotes the creation of corridors that link this logistics center with other interior railway enclaves, as well as international continental railway connections: Southern Spain/Morocco, Europe and China. The Zaragoza Maritime Terminal is the fundamental route for the supply of agri-food, industrial and textile products and facilitates the flow of goods to Asian, North African and European markets. Likewise, they reinforce internationalization projects and support the undertaking of new projects related to export and import (tmzaragoza, 2024).

The tmZ also has specialized facilities for the handling and the manipulation of goods. It has a field adapted for Intermodal Transport Units (ICU), with structures and connections suitable for the storage of reefer containers and with adjoining warehouses to cover the logistical needs of those products that require temperature control.

This logistics center is responsible for carrying out merchandise import and export operations. To this end, all the necessary customs services are developed within its facilities, working twenty-four hours a day to always have the best existing customs conditions available. The terminal has a daily train service, and its frequencies may vary depending on loads and the established schedule. The intermodality of the terminal directly benefits logistics operators, importers and exporters of the middle Ebro valley (tmzaragoza, 2024a).

This terminal is permanently connected to the main ports of Spain, which are: Bilbao and Valencia, all through rail and has 4 weekly frequencies with Bilbao, one in which it runs a route between Bilbao-Zaragoza-Valencia and twenty-five weekly connections with Barcelona (Soy de Zaragoza, s.f.).

In 2011, nearly 120,000 TEU (Maritime Container Measurement Units) were moved within the port, compared to just over 85,000 TEU the previous year, which represented an increase of 39%. This resulted in a total of 1,094 trains, some up to 750 meters in length, distributing goods throughout Spain from the Zaragoza Terminal. Currently, Zmt has a container storage area of 50,000 square meters, together with other railway facilities occupying 60,000 square meters. Among these facilities, seven tracks stand out, including three for maneuvers, one for railway parking, two for cargo and an auxiliary track. In addition, the Zmt has the capacity to store up to 1,500 empty containers, of which between 250 and 500 are normally kept in stock to satisfy the needs of operators, without having to resort to the seaport, which implies both economic and of time (Logística de Transporte y Almacenaje, 2012).

### **3.4 Commercial and Economic Impact of the Zaragoza Maritime Terminal**

The Zaragoza Maritime Terminal has had a significant impact on the economy and trade of the Aragon region, it has a total area of 80 hectares and is home to approximately 156 companies specialized in fresh and frozen products, which also market around 240,000 tons of food per year (Zaragoza Noticias, 2023). Through its focus on efficiency and intermodality, this logistics center has managed to transform global trade and has boosted the economic growth of the Ebro Valley and all of Spain.

#### **3.4.1 Contribution to International Trade**

The Zmt has made an important contribution to international trade in the region of Aragon, since its creation it has been able to promote the development of international trade through its internal logistics center. This terminal has become a vital link between sea routes and land routes, expediting the fluid movement of goods between the main production and consumption centers (Zaragoza Noticias, 2023)

Among the main contributions of the Zaragoza Maritime Terminal to international trade we can find:

- 1. Market expansion:** thanks to its strategic location and specialized facilities, the logistics center has allowed Aragonese companies to access new international markets.
- 2. Logistics efficiency:** through intermodality, Zmt has managed to develop railway corridors directly connected to the ports, being the main logistics enclaves in its area of influence and thus facilitating the efficient transportation of goods.
- 3. Generation of economic activity:** by promoting international trade, the Zmt has contributed to the growth of Aragonese companies, which has had a positive impact on the development of the local economy (Terminal Marítima de Zaragoza, 2024).
- 4. Reduction of costs and emissions:** thanks to the promotion of multimodality and the use of rail and ship as alternative means of transportation, the logistics center has managed to reduce transportation costs and reduce carbon emissions related to international trade and use of roads for the transport of goods (CIDEU, 2020).

### 3.4.2 Employment Generation and Economic Activity

The economic impact that Zmt has generated extends beyond port operations, it has managed to generate employment opportunities and promote business development in the region. Thanks to its container storage capacity and railway facilities, this logistics center has attracted investments in logistics and transportation, giving rise to:

- 1. Creation of direct and indirect employment:** the expansion and operation of the Zaragoza Maritime Terminal has generated a growing demand for skilled and unskilled labor in different areas. A high supply of varied jobs has been generated from transportation and logistics, storage and distribution, transportation, to maintenance personnel.
- 2. Stimulus for entrepreneurship and innovation:** Zmt has been related to a magnet for investment and entrepreneurship, emerging companies and MSMEs have emerged to try to satisfy the needs of the terminal, as well as its network of suppliers and clientele.
- 3. Boost to the local and regional economy:** the increase in economic activity related to the tmZ has achieved a stimulus in the demand for housing, businesses and services in areas surrounding the infrastructure, achieving a multiplier effect in the regional economy (Consejo Económico y Social del Principado de Asturias, 2021).

### 3.5 Sustainability and Environment at the Zaragoza Maritime Terminal

The Zaragoza Maritime Terminal has implemented various environmental management practices to promote environmental sustainability and reduce the impact on the environment, these practices include:

- 1. Waste management:** measures have been implemented such as the separation and recycling of materials, adequate management of hazardous waste and the promotion of responsible consumption practices.
- 2. Energy efficiency:** Zmt has carried out several actions that have helped reduce energy consumption and promote the use of renewable energy sources (solar panels, efficient air conditioning systems, etc.).
- 3. Conservation of the local environment:** measures have been implemented to try to protect the biodiversity and natural resources of the area, such as: the

conservation of green areas and the promotion of sustainable agricultural practices (Consejo Económico y Social del Principado de Asturias, 2021, p. 105).

### **3.6 Technological Innovations and Digitalization at the Zaragoza Maritime Terminal**

Currently, the development of information and communication technologies (ICT) has enabled the development and evolution of various strategic and economic sectors, without excluding the port area. These ICTs are tools, equipment and even electronic devices capable of facilitating the manipulation of information that supports the development and processing of data necessary within any organization. This type of technology allows the creation and communication of information that can be taken immediately to multiple places and users, allowing not only communication between people, but also between machine-user, adapting according to needs and based on interactions of the resources necessary for the particularities of the subject (Ikusi Velatia, 2024). In this context, the Zaragoza Maritime Terminal has been a pioneer in important technological innovations and digitalization in recent years, they have based this approach on information technologies, communication, automation and robotization of processes, as well as and more importantly, on the application of useful systems for tracking and traceability of goods.

#### **3.6.1 Use of information and communication technologies**

The implementation of ICT has allowed the Zaragoza Maritime Terminal to improve control management in logistics processes, through advanced computer systems, within the terminal a large amount of data is collected and analyzed in real time, which allows and facilitates communication and collaboration between the different actors involved in the supply chain, among which we find: transporters, logistics operators and customers. Among the most notable ICTs that Zmt has experienced are:

- 1. Integrated Logistics Management Systems:** This system, through the implementation of advanced and specialized software, allows coordination and optimization in inventory management, simplified planning of transportation routes and streamlined coordination of merchandise flows. Thanks to this system there is a reduction and improvement in efficiency in waiting times.
- 2. Real-Time Communication:** tmZ has advanced communication technologies specialized in monitoring for the management of operations in real time, which includes the use of mobile devices with specific applications for cargo tracking.

These devices allow better collaboration between all actors involved in the logistics chain, from foreign trade operators to transporters and end customers (Logistec, 2022).

### **3.6.2 Automation and robotization of processes**

Another important innovation that we find within the Zaragoza Maritime Terminal is the implementation of robots and automated systems that speed up tasks such as: loading and unloading of containers, and the classification of merchandise as appropriate. These advances have achieved a significant improvement in the reduction of waiting times and the minimization of human errors, also increasing more adequate control in the safety of operations (Montero-Vilela & Arias-Oliva, 2019). The automation and robotization of processes have evolved efficiency and precision in processes such as:

- 1. Automated Storage System:** The implementation of robotic storage systems has achieved optimization of space and facilitation of quick access to merchandise, thus improving operational efficiency.
- 2. Robotics in Internal Logistics:** They are currently working with autonomous guided vehicles for the internal transport of goods within the terminal, which speeds up processes and reduces operating costs (Ittrends, 2022).

### **3.6.3 Application of Goods Tracking and Traceability Systems**

The transport and logistics sector has been one of the spheres of the economic field that has evolved the most during the last decade, this through innovations in the industry with the aim of transforming the activity by generating added value in the processes. Like a large part of the organizations, the port sector has also had to face great changes and challenges in terms of the monitoring and security of the cargo that is transported from the point of arrival to the place where the corresponding control process will be carried out, in this case to the Zaragoza Maritime Terminal. This terminal has implemented technologies to maintain cargo security, such as:

- 1. Radio Frequency Identification and Telematics (RFID):** This is based on the placement of RFID tags on containers and packages, to have precise tracking of goods in real time until their arrival at the final destination.
- 2. Order Management and Tracking Platforms:** It is a development of advanced computer systems that allow clients to track and manage their orders in real time,

offering an additional service of transparency and reliability in the delivery of containers or merchandise (Qbox, 2022).

### **3.7 Logistics Innovation: The Zaragoza Maritime Terminal as a Model for a Dry Port in Southern Ecuador**

The Zaragoza Maritime Terminal (Zmt) is a case of successful intermodal and therefore can be considered as an example of study in case there is feasibility in the possible implementation of a dry port in the southern Ecuadorian area. The implementation of a project of this nature for the southern zone could benefit from the experiences of the Zmt in terms of: innovation, technology, communication, merchandise traceability, productive capacity of the region, among others.

Regarding the economic factor, as we could see within the Zmt study, it has contributed significantly to the economic development of Aragon, also becoming the main logistics hub for trade not only in the region, but throughout Spain. Its implementation has been one of the main sources of employment generation and attraction of foreign and national investments, this through the growing need for the diversification of the economy, through new commercial opportunities (import of new products important for innovation technology and small jobs that revolve around the needs of the terminal). Therefore, for the southern Ecuadorian area, various opportunities could arise in terms of the productive development of the country, potentially converting this area into one of the most important in terms of foreign trade and industrialization.

In innovation, tmZ has been a pioneer in the implementation of certain advanced technologies for: information processing and communication; for the automation and robotization of processes; and, for the application of systems regarding monitoring and traceability. All of these innovations have achieved a significant improvement in operational efficiency, placing tmZ as a benchmark in the sector, which has resulted in greater productivity and competitiveness for commercial sectors seeking to benefit from this terminal. For the southern zone of Ecuador, by connecting it with international logistics networks, regional economic integration can be promoted and increase the productive capacity and competitiveness within local companies in global markets. This could thus encourage the creation of small companies and/or ventures, which can become large exporters worldwide. For these and more reasons, the tmZ can be essential to show the



viability and potential in terms of the positive impact of a similar project in southern Ecuador.

## **CHAPTER 4**

### **4. AUSTRO DRY PORT**

#### **4.1 Motivation for the promotion of the creation of the Dry Port**

The motivation for the Austro dry port project is the result of a management model that is based on collaboration and provision of services by the public sector and the initiative of the private sector, which is also responsible for providing investment resources necessary for the construction, maintenance and execution of civil works. Under the contract signed between the two sectors, the investing company must take care of the construction of the complex of warehouses and yards necessary to carry out the various customs operations. Likewise, it must deliver in Comodato all the necessary facilities so that public institutions can fulfill their functions and exercise the various controls on imports and exports, this for institutions such as: Customs, Police, Agroquality, Anti-narcotics, among others (Villacis, 2024).

The main objective of the construction of the dry port in the southern Ecuadorian area is to transfer the customs operations carried out in the Maritime Port of Guayaquil to the primary area of Zonal 6. If feasibility exists, this would be located in the province of Cañar, in the parish of Javier Loyola. This project will bring several benefits to the area, such as the economic boost generated by the jobs created as a result of the construction of the facilities, as well as the investment generated by companies that start their activities there (Villacis, 2024).

In an interview with the former Cuenca District Director of the National Customs Service of Ecuador, Mgtr. María Emilia Crespo Amoroso explained that the southern dry port project was born from the need of local businessmen to become more competitive and conduct operations on a larger scale from home. This was what was identified in the market study conducted by the company SERVIFRUCTUS. Furthermore, she was able to explain that this project has a completely private investment, so the State would not spend money on the construction of the project's infrastructure. This is important to know, since it is the same private sector that is providing a solution to a need of businessmen through a project that in turn will have the necessary public control to be able to carry out customs operations from the District Directorate of Cuenca without having to travel to or from Guayaquil.

Likewise, in an interview with Eng. Alexi Muñoz Franco, current Corporate Coordinator of the purchasing and foreign trade area of the private group CONCENSO, Muñoz explained the motivations behind the initiative for implementing a dry port in southern Ecuador. Primarily, there is a need for private companies to revitalize commerce in the area. Although District 6 has a customs office where procedures are carried out, the volume is small compared to the coastal districts, mainly the Maritime Port of Guayaquil. He also mentions that what is really sought with this project is to be able to carry out this type of operations within Zone 6 more easily, significantly reducing the costs and times in customs operations.

## **4.2 Strategic Geographic Zone for the Establishment of a Dry Port in the Southern Ecuadorian Zone**

The Strategic Geographic Zone for the settlement of the dry port in the southern Ecuadorian area has already been established by the private group in charge of the project. The infrastructure began to be built on a 10-hectare plot of land in the Javier Loyola parish, in the canton of Azogues, about 20 minutes from Cuenca. Within the complex there will be platforms, container yards, industrial warehouses, business centers with space for offices and apartments for public entities such as: Customs of Ecuador, Agrocalidad, National Agency for Regulation, Control and Surveillance (ARCOSA), Anti-Narcotics Police, among others (PRIMICIAS, 2022).

In an interview conducted by the Director and owner of Radio Super S, and current president of the federation of neighborhoods of the canton of Azogues, Mr. Humberto Guzmán Mora, it was announced that currently within the infrastructure there are already two established companies, INDUGLOB and PIGGIS. In the case of the latter company, it is stated that the permits requested from the Municipality of Azogues for the use of land pursued the implementation of warehouses and warehouses on the land, on the date of May 10, 2021. They were approved on January 21, 2022.

### **4.2.1 Condition of the Roads and Access to the Austro Dry Port**

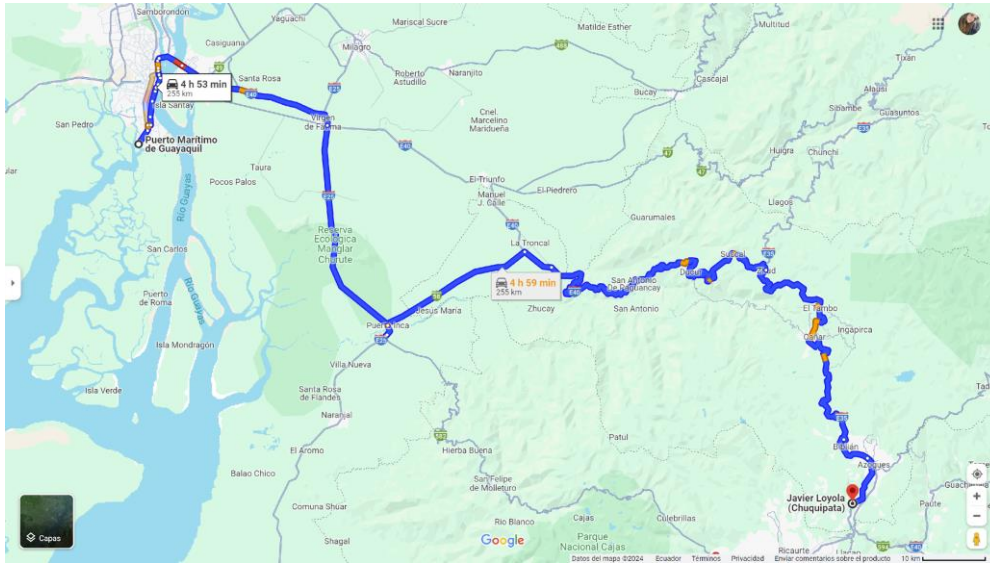
As mentioned previously, zone 6, which includes Azuay, Cañar and Morona Santiago, has the necessary road connectivity to access the infrastructure of the southern dry port. Regarding the state of the roads, there are some irregularities in certain areas of the country that can become a problem since they can cut off the communication of the main road with the Sea Port of Guayaquil. An example of this is the recent landslide that occurred on the

Cuenca-Molleturo-El Empalme road, on the night of Saturday, May 4, 2024. Due to the intense rain, two collapses of different portions of the road occurred between kilometers 14 and 15 from the sectors of Zorrocucho and El Molino (Pachari, 2024).

These types of natural phenomena can mean a big problem when transporting the merchandise, since they can occur during the transportation process, putting the merchandise on board at risk of partial or total loss, or forcing them to carry the containers through alternative routes. The lack of maintenance and poor control or oversight of road infrastructure represent a crucial dilemma. The passage of time and the erosion caused by natural phenomena and climate changes have led to gradual deterioration of the roads, which in turn puts the lives of users at risk. Approximately 80% of the roads that intertwine the Ecuadorian territory are made of flexible pavements, which means that they are designed for a certain period; in general they have an average useful life of ten to fifteen years, but after the first five years it is necessary to carry out continuous maintenance to avoid premature and irreparable damage, which has not been implemented by the competent authorities or by the Ministry of Public Works and has made the detriment of the themselves (Ramírez, 2023).

In the case of having to carry the merchandise through alternate routes, it would not represent a major problem in terms of the state of the roads, other than the increase in transportation time. On the Cañar-Guayaquil route from the Javier Loyola area are approximately four hours and fifty-nine minutes which, compared to the Cuenca-Molleturo route, is an increase of approximately forty-three minutes. With respect to the Cañar-Guayaquil route, the road is in good condition and there are no landslides that endanger the merchandise. There are some irregularities such as small gaps, potholes and fog in certain sectors, but not to the extent that they compromise the well-being of the cargo. One of the serious problems that arises when transporting through this route is the insecurity caused by robberies and kidnappings. The Government and the transporters have already held several meetings to discuss, among other issues, road insecurity. Leaders of unions such as Fenacotip, Fedotaxis, Fenacotrali, Fenature and more, demanded security on the state road network, for which a response was obtained from the State Portfolio, which reported that there are several safe points on the roads and control by the National Police. In addition, it was specified that to guarantee the safety of carriers, technological platforms have been implemented that connect in real time with the ECU 911 system and the Global Positioning System (GPS) (Aquíchimborazo, 2023).

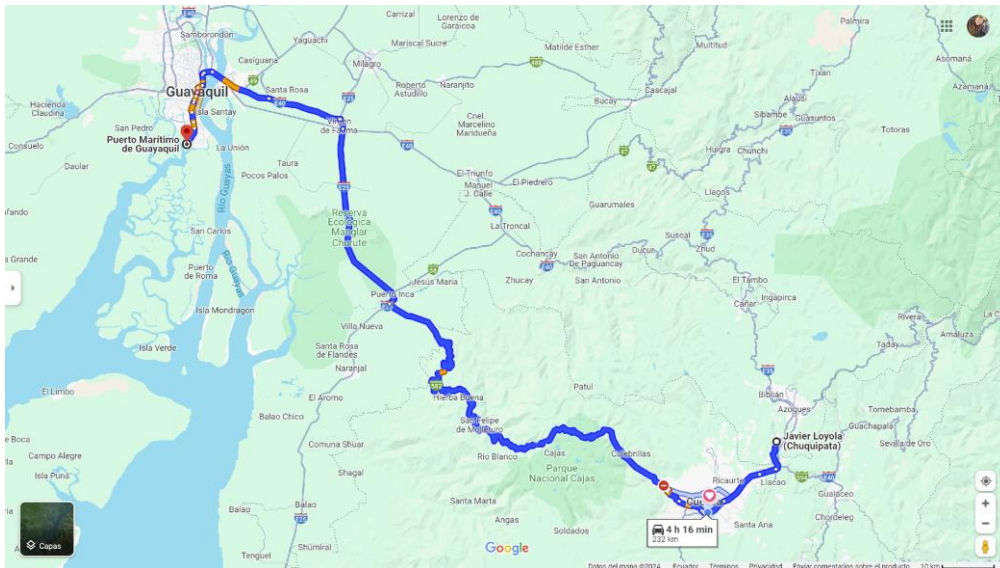
**Figure 1**  
Cañar-Guayaquil Route



Note: The map represents the Cañar-Guayaquil route from the area established for the Puerto Seco del Austro, to the Maritime Port of Guayaquil. Adapted from Google Maps 2024

(<https://www.google.com/maps/dir/Puerto+Mar%C3%ADtimo+de+Guayaquil,+Guayaquil/-2.7958902,-78.8796316/@-2.4833129,-79.3793996,9z/data=!3m1!4m7!1m5!1m1!1s0x902d65457c16ba55:0xedf55c8f5ea16052!2m2!1d-79.9078757!2d-2.2785171!1m0?entry=ttu>).

**Figure 2**  
Cuenca-Molleturo Route



Note: The map represents the Cuenca-Molleturo route from the area established for the Dry Port of Austro, to the Sea Port of Guayaquil. Adapted from Google Maps 2024

(<https://www.google.com/maps/dir/-2.7958902,-78.8796316/Puerto+Mar%C3%ADtimo+de+Guayaquil,+Guayaquil/@-2.4833129,-79.3793996,9z/data=!4m7!1m0!1m5!1m1!1s0x902d65457c16ba55:0xedf55c8f5ea16052!2m2!1d-79.9078757!2d-2.2785171?entry=ttu>).

## **4.3 Dry Port Infrastructure**

### **4.3.1 Operation of the Dry Port: Logistic Cluster**

A logistics cluster consists of the grouping of several companies within the same sector, with the aim of improving their competitiveness based on the cooperation of those who make it up. This community of partners seeks to overcome logistical limitations and is managed by partner organizations both nationally and globally. Within a logistics cluster, certain strategic sectors are usually concentrated, including: transportation companies, storage centers, technology providers, research institutions, government entities, among others (Clúster Logístico de Aragón, 2023).

The work of the logistics cluster is based on four essential pillars: the basis of collaboration, standards and policies, the constant reinforcement of response capacity and operational support (Logistics Operational Guide, 2024). This logistics figure enables a supply chain without breaks and shorter delivery times. For these companies dedicated mostly to the transportation of goods, this option is better thanks to the increase they obtain in their productivity and competitiveness, and the reduction in time and costs. It must be made clear that cooperation is needed on the part of all the actors involved in this operation, therefore, they must act in favor from large companies and MSMEs, financial institutions and public actors, to academic actors such as Universities, private organizations and public-private, etc. (Transeop, 2016).

In the case of Ecuador, we currently have Maritime Ports that allow certain logistical operations. It could be said that they are concepts that are related in a certain way but are completely different in terms of nature and functions. In the case of the infrastructure of the Guayaquil Sea Port, it connects international trade based on imports and exports of merchandise. Nevertheless, it is only a physical facility where containers with cargo arrive or leave, and where customs cargo handling and administration operations. Unlike a logistics cluster, which refers to the concentration of companies within the same physical structure, the southern dry port covers a much broader set of activities due to its strategic location and the existing associations for the placement of various companies, warehouses with the infrastructure. This setup allows for the same operations that are carried out in the main port of Guayaquil. This is made possible by a collaborative model in the intermodal system, which includes everything from transport chains to foreign trade operators, who are directly

related to logistics. Their interaction and collaboration enable greater efficiency and high competitiveness in supply chain management.

#### **4.3.2 Infrastructure and Operation Requirements**

As it has been mentioned, the primary objective of a logistics cluster is to make the development of some sectors much easier for those regions where they are located. For this logistics center to function, it needs certain infrastructure requirements, such as:

- **Comprehensive Infrastructure:** this type of cluster mainly benefits from a well-developed logistics infrastructure, which includes roads, ports, airports and efficient road connection systems that allow the effective transportation of goods, and from industrial parks, free trade zones, centers distribution, etc.
- **Collaboration Networks:** this is one of the main requirements, since, as mentioned above, the companies within this logistics center have constant interaction, which can lead to synergies, exchange of best practices and significant reduction in costs.
- **Training Centers:** the presence of various logistics companies concentrated in a single space, in turn creates specialized employment opportunities, which is why it should encourage the development of talent and skills for supply chain management (Polo Oeste, 2023).
- **Technological Adaptation and Innovation:** like any logistics center, clusters must also have specialized centers that are constantly informed about global technological advances and that can adapt them to the needs of their own infrastructure.
- **Distribution Centers:** these centers are essential and must be well located geographically so that they facilitate and allow the flow of products from each company that is part of the cluster (Sertrans, 2017).

#### **4.3.3 Operation Process in a Dry Port**

As mentioned previously, dry ports function as cargo distribution and consolidation centers. They offer logistics services that facilitate the efficient management of merchandise and containers between the seaport and the final distribution point. The process followed by a dry port involves a series of stages specially designed for the optimization, handling, storage and transportation of goods from their point of origin to the various ports. Among the stages that follow this type of process we find:

1. Reception of cargo: dry ports are responsible for receiving merchandise from various places through a means of land transportation (train or truck), and must have all the corresponding documentation that will be reviewed to ensure that every transportation process has been carried out correctly.
2. Initial inspection: a verification of the condition of the cargo is carried out and it is checked that it is in accordance with the documentation previously provided.
3. Registration and classification: after verifying that all documentation is in order, the cargo is registered in the dry port system and is classified according to its requirements, destination and customs requirements.
4. Customs procedures: after registration, the people in charge process the necessary documentation for the clearance of the merchandise depending on the case of import or export. Moreover, all additional inspections are conducted if required by customs authorities.
5. Storage: as mentioned above, this type of intermodal facilities provide temporary storage for merchandise, including dry storage areas, refrigeration, among others. This will allow all the necessary logistics and customs processes to be carried out within the dry port.
6. Consolidation and deconsolidation: the goods are consolidated in containers that will allow their transportation to seaports if they are suitable for export, or the corresponding consolidation is carried out for their distribution within the region.
7. Value Added Services: these types of ports offer additional services such as labeling, inspection, packaging, consolidation and deconsolidation of cargo, handling of goods considered special or dangerous, among others. This is important, since, as has been mentioned, within the dry port all the necessary operations can be carried out so that the cargo can be exported or, in turn, all the relevant processes in an import.
8. Preparation of documentation: all the corresponding processes are carried out so that the merchandise can be transported and delivered to the previously established destination.
9. Transportation planning: intermodal transportation is planned, depending on the needs and efficiency (train or truck) to be able to move the cargo to or from the seaport.
10. Loading and unloading: Cargo is transferred to the corresponding transport vehicles for shipment to its final destination.



11. Monitoring and tracking: continuous monitoring of all cargo is carried out during the transportation process with tracking devices and inventory management systems that ensure the security of the merchandise.
12. Final transportation: the cargo is taken to its final destination, whether it is a local customer or a distribution point.
13. Confirmation of delivery: the corresponding documentation is tracked and the delivery is confirmed, ensuring that all parties involved have a record of the merchandise (Díaz, 2024).

#### **4.3.4 Implementation of the new International Airport in Cuenca and its Feasibility for the Development of the Austro Dry Port**

In an interview with Engineer Juan Pablo Tamayo, Commercial Director of the Mariscal La Mar Airport in Cuenca, new information was obtained regarding the progress of this project and its feasibility with respect to the southern dry port project. The interviewee was able to explain that in the previous administration there was a rapprochement on the part of the private company and the National Customs Service of Ecuador. They wanted to implement a plan that would achieve joint work between the intermodal and the aerodrome for transportation insurance of the goods, but due to some legal issues this could not be implemented.

Likewise, Engineer Juan Pablo Tamayo comments that in general terms, industrial dry ports are not very complementary to airports, especially in Ecuador. Unlike other countries with highly technological industries. Ecuador focuses more on floriculture and certain perishable products, which due to price and weight, are not very convenient for airlines to transport a commercial plane. As it is known, the current administration was in the process of obtaining aerodrome certification, and with this certification, the airport can now be designated as international. However, in the short and medium term, this does not significantly change the technical conditions of the infrastructure.

Thanks to the interview, it was also possible to find out how the progress of this new airport is going. The current administration is carrying out all the necessary prior processes, which include the feasibility study for the location of the new terminal. This process is currently paralyzed for approximately eight years, while the meteorological studies in the area where the new airport is to be located are completed. Nevertheless, they already have the necessary mechanisms for data collection. Above all, since the municipalities of Guayaquil and Cuenca have already signed a loan contract that includes the provision of

equipment, specifically meteorological station for technical analysis and data collection for the new airport in Cuenca, they will be able to begin the necessary measurement and meteorological studies for the project's implementation. In addition, they are seeking the necessary support from a company from the MIT (Massachusetts Institute of Technology) in the United States, the company MITRE, so that they can carry out these meteorological studies, guaranteeing the quality of the data.

Engineer Juan Pablo Tamayo also commented that although commercial transportation is more beneficial, the idea that private companies can conduct projects or sign agreements that involve the dry port and the airlines that work within the airport cannot be ruled out. This means that flights could be carried out with small airplanes that are specific and adapted for the transportation of merchandise, so these airplanes could make flights and leave with full cargo without affecting the influence of passengers and would involve a project that is a dry port, consolidator and palletizer within the airport.

#### **4.4 Impact on the Economy and Socioeconomic Development of the Austro**

One of the points to take into account is government intervention in trade to achieve economic, social or political benefits. In this sense, officials oversee applying policies that represent an opportunity for the development of commerce in the country and for its citizens. Government intervention can be classified as economic or non-economic, for which in the first case governments must identify those industries that have a high probability of success. Many developing countries seek to stimulate local industrialization, using trade protection and operate under the assumptions that surplus workers can be more efficient in increasing industrial production compared to agricultural production, because the prices and sales of agricultural products and raw materials are fluctuating, which means harm to the economies that depend on some of them. Furthermore, these types of industrial product markets grow much faster than agricultural markets, reducing imports and promoting exports of products (Daniels et al., 2013). In the case of the dry port, it is an agro-industrial logistics infrastructure where phytosanitary inspection services and treatments are provided for exports of agricultural products, and where the country's main industrial activity is concentrated.

##### **4.4.1 Benefits for the area**

The southern dry port project can be an opportunity for economic and productive development for the area. As known, this type of logistics facilities facilitate the exchange

of goods, giving way to the facilitation of foreign trade and brings with it several advantages, among which are find:

- **Creation of direct and indirect employment:** one of the main advantages that the implementation of the dry port brings in the southern Ecuadorian area, according to the study carried out for the project presented, is the creation of 425 direct work positions and 1,700 positions of indirect employment. Companies in the provinces of Azuay, Cañar, and Morona Santiago target three customer segments: large business groups, small and medium-sized companies; and natural persons, so there would not only be an increase in the productive capacity and demand of the sectors surrounding the port, but also an increase in the labor supply of companies in those provinces (PRIMICIAS, 2022).
- **Stimulus for entrepreneurship and innovation:** another benefit that would be obtained from the implementation of the southern dry port is the stimulus for entrepreneurship and innovation. The representative of the CONCENSO group, Eng. Alexi Muños Franco, states that many of the procedures performed within the southern zone are for export, this in terms of flower and livestock companies, among others. Nonetheless, many small producing companies are unaware of certain regulations required for the direct export of their merchandise, so they rely on large-well established companies. With the implementation of intermodal transport, small and medium-sized producers would have greater access to the information necessary to grow their business and innovate, enabling them to become great competitors worldwide. Likewise, natural persons who have the resources available and seek new information about the benefits of production for Foreign Trade operations will try to create their own companies and/or ventures to in the same way become great competitors at a global level depending on their area of focus. This will generate greater productivity in the country and more job offers.
- **Logistical benefits:** one of the most important benefits is mentioned in the interview by Eng. Alexi Muños Franco. He explains, from his experience as an importer, that many of the merchants who bring merchandise to Ecuador need to clear customs in parts. When they have the opportunity to bring the containers directly to the dry port, the same procedure could be performed but without the extra payment for logistics costs of each fraction.

- **Reduction of times and costs:** as the last point but not least, is the reduction of costs and times in terms of customs operations. By having the dry port within the southern Ecuadorian zone, it can be requested to conduct customs clearance or nationalization of the merchandise directly at the intermodal. Although this process is already performed in the district of Cuenca, the dry port, having specially designed facilities, would provide better opportunities for these operations. This would mean not only a notable reduction in merchandise storage costs during the duration of the procedure, but also a reduction in time. By taking the merchandise directly to the logistics center, a notable reduction in the congestion that is usually caused in the Maritime Port of Guayaquil is achieved, and which would mean less time for nationalization of the goods. The dry port compared to the Cuenca district would offer significant advantages in logistics and customs management, allowing faster processing of merchandise and reducing waiting times.

#### **4.4.2 Contribution to International Trade**

The presence of a dry port can be a source of attraction for both national and foreign investment, due to several fundamental reasons that directly benefit companies that wish to expand their operations and are willing to establish themselves in new places. Thanks to their strategic location, these terminals achieve an efficient logistics connection, which in turn offers effective and direct connectivity to global trade routes and are ideal as direct connection points between production and consumption areas (Baena, 2024). Some of the benefits mentioned in previous chapters may be an example of why a dry port attracts foreign investment, such as the reduction of time and costs. Dry ports, due to their large capacity and proximity to production areas, achieve lower transportation rates and faster delivery times, which undoubtedly makes the area more attractive for foreign companies. Furthermore, within the intermodal, import, export and re-export operations are allowed with favorable legal and customs conditions, providing logistical and storage facilities, which become strategic points for international trade.

Dry ports play a critical role in regional integration by facilitating the flow of goods and promoting economic development between countries and regions. Regional integration is of utmost importance for attracting foreign investment for various reasons. Among which are: large and attractive markets with the elimination of tariff barriers between countries. This allows foreign entrepreneurs to access a much broader base of consumers and which in

turn allows the growth of the national market. Political and regulatory stability is another important reason why regional integration allows the attraction of foreign investment. Due to the greater degree of political and regulatory stability between the member countries, there is less legal risk. This is reaffirmed as insurance for foreign investment thanks to increasing investor confidence and promoting a more favorable work environment (Baena, 2024).

Another important point to highlight for the contribution to International Trade are the Treaties or Free Trade Agreements Ratified with China and Costa Rica. These Treaties make it possible for our producers to export many of their products to those countries and improve our competitiveness in the world market. Thanks to the interview conducted with Mgtr. María Emilia Crespo Amoroso, who is part of the negotiating team at the Ministry of Production, Foreign Trade, Investments and Fisheries, was able to learn a little more about the negotiation with China. Since she was also head of the Customs Affairs Board and Facilitation of trade with China, she explains that this Agreement is extremely beneficial for the country, especially because the table that was negotiated establishes all the provisions on how to facilitate trade between the two countries in relation to customs operations. Within this negotiation, there is expeditious recognition of the nationalization of perishable goods, which is what is most exported from Ecuador and which is one of the biggest problems that existed with China. The interviewee states that it is important to accelerate the entire customs process for this type of perishable goods and establish mutual cooperation assistance with customs. This, above all, so that imports that come from China. These are not under invoiced, can be established with the values relevant and specific items, which will also help customs as a control institution to have a correct record of the entered merchandise.

Trade agreements present great opportunities in both imports and exports. Ecuador's exportable offer is very enriched and has great potential with respect to the countries mentioned above (China and Costa Rica). Mgtr. María Emilia Crespo Amoroso explains that in the case of China, potential products are mainly considered, which are: shrimp, banana, cocoa beans, roses, eternalized flowers, frozen fish, squid, wood, tagua buttons, leather, hats toquilla straw, among others. But it also sought to protect certain sectors such as ceramics, textiles, footwear, etc. In the case of Costa Rica, there is complete agreement on how beneficial this can be for the country. Thanks to the Trade Agreement, there will be growth in exports from the manufacturing sector such as metalworking, textiles, white goods, construction, wood products, ceramics, cosmetics, among others. This is extremely important, since the majority of producers of several of the aforementioned goods are located

within the Ecuadorian austro. The implementation of the dry port in this area would allow them to be part of global marketing with greater ease and with greater ease the necessary agility, avoiding saturation of the main port and providing greater security for the export of their merchandise.

The Trade Agreements ratified with China and Costa Rica represent a key opportunity for the economic and commercial development of our country. These agreements allow preferential access to important markets and encourage bilateral trade exchange. One of the greatest opportunities in terms of taking advantage of these Agreements with respect to the possible implementation of a dry port in the southern Ecuadorian area can be noted above all in Cuenca. This city is currently the main producer of many of the products mentioned above, such as the white line case. The intermodal compared to the district of Cuenca, which is already in operation and allows many of the customs processes necessary for the import or export of merchandise, would offer several significant advantages. These include the facilitation of customs procedures twenty-four hours a day, the consolidation and distribution of products manufactured in the southern part of the country, optimizing logistics and reducing transportation costs, safe and controlled storage, access to specialized services, among others. Altogether, the dry port in southern Ecuador would offer crucial logistics infrastructure to boost the export of merchandise produced in this area and would contribute to an improvement in the competitiveness of local products in the international market.

#### **4.4.3 Advantages of the Dry Port over Free Trade Zones and Economic Development Zones**

The operation of a dry port is based on the optimization of logistics and the transportation of merchandise between landing sites and interior points. This type of intermodal facilities, as well as Economic Development Zones (ZEDE) and Free Zones, are important tools in logistics and international trade, but each one has specific characteristics and advantages. Some of the advantages of dry ports are:

##### **Advantages of the Dry Port over the ZEDE**

- Logistics connectivity: Although ZEDEs can include logistics infrastructure, their main focus is on economic development in a broad region, which can include various sectors. Instead, dry ports are specifically designed to improve logistics connectivity through a direct connection to landing sites through various means of land

transportation, facilitating efficient movement and reducing transportation times between seaports and their final destination.

- Customs clearance and consolidation: although ZEDE can offer customs services, they are not necessarily specialized in cargo consolidation and other specific logistical functions of dry ports, which offer customs clearance services and allow for more efficient and faster handling of cargo merchandise, also ensuring that the cargo can be dispatched before its arrival at the seaport.
- Reduction in congestion in seaports: dry ports, by moving logistics operations to the interior of the region, help to significantly reduce congestion in the main ports, while the ZEDE does not have a direct impact on them since their Focus is broader and not so focused on port logistics (Peña, 2015).

### **Advantages of dry ports over Free Trade Zones**

- Logistics specialization: as it is well known, dry ports are specialized in logistics functions, including intermodal transport, warehousing and added values for cargo (labeling, packaging and consolidation). Although free zones are mainly oriented towards manufacturing and export, offering tax and tariff incentives, they are not essentially designed for the optimization of logistics and transportation of goods.
- Ease in the dispatch and movement of cargo: although free zones offer customs benefits, these are more oriented towards the exemption of tariffs and not so much with efficiency in the movement and dispatch of cargo as is the case of the dry port, which thanks to its logistical specialization, allows cargo to be transported quickly to and from seaports.
- Reduction of transportation times and costs: as dry ports are located at strategic points within the country or region, they can significantly reduce transportation times and costs, while free zones focus more on tax benefits and tariffs and not so much on logistics (Equality, 2023).

While free trade zones and ZEDEs offer important advantages in tax incentives and support for economic development and manufacturing, dry ports are specially designed for logistics optimization and transportation of merchandise, which includes direct connectivity with main ports, specialization in logistics and customs services and the ability to help reduce port congestion. Therefore, dry ports are much more advantageous in improving efficiency

and speed in the supply chain and cargo movement, which is usually less of a priority in free zones and economic development zones.

#### **4.5 Obstacles and Challenges for the Implementation of a Dry Port in the Southern Ecuadorian Zone**

One of the biggest and main obstacles was the authorization of the primary zone so that the dry port can operate. Mgtr. María Emilia Crespo Amoroso states that it took approximately two years until the permits from the public sector were finally granted. She explains that it was a job that began from the creation of the regulations. Before there was no regulation that explained how to operate dry ports and it was arduous work in relation to the public part of how it had to be executed, which in turn generated demotivation in the businessmen in charge of the project. She also states that currently they already have the necessary permits, so it is up to the private sector to continue or not with the project.

On the part of Engineer Alexi Muñoz Franco, he states that there could have been disagreements in the private sector, especially because there are political interests involved. He believes that there were many companies from the same private sector that could sabotage the project. Many of them shared the same political orientation as the previous government, especially large economic groups for which it was not really convenient for the project to move forward. Currently, \$147 million were approved by the Development Bank of Ecuador (BDE) for the financing of different projects of the country's local governments. Nevertheless, this list does not include the southern dry port, therefore, it is understood that it does not have the economic or political support from the public sector to continue with its location.

#### **4.6 Relevant Aspects About the Austro Dry Port Austro Approach**

From the interviews conducted, it can be learned that the southern dry port is a project that was born from the latent need of businessmen and is a gigantic opportunity for the southern area, which customs has also committed to. Furthermore, it is believed that it is a good challenge for the sector, since traditionally the south has been very relegated in the customs issue and the implementation of this project would give the opportunity to many merchants in the area to achieve the growth that they want. It encourages many entrepreneurs to take that step that helps them grow their businesses, since there is a lot of opportunity involved. Furthermore, if it becomes a reality, it is known that it would be a great opportunity



for the private sector and for many of the companies with great economic weight that are in the constant search for expansion. This is why they always tend to develop projects around which provides them with greater facilities in terms of Foreign Trade, as would be the case of the southern dry port project. Other types of business can also begin to be developed through the dry port, such as the issue of the border with Peru. Thanks to its strategic location it can lead to exports from the intermodal, which will make it increasingly. There are more opportunities to take advantage of the logistics center, especially since, currently, Lima-Peru has new innovations, among which is the port of Chancay. This will allow the decongestion of Callao, this through the construction of a railway branch within the industrial city that will allow the connection of the dry port to the port of Callao. In addition, this logistics center will make Peru the first Pacific logistics center in Latin America generating new commercial opportunities and thousands of new employment opportunities for the local population.

## **CHAPTER 5**

### **5. RESULTS**

As a result of the analysis carried out on the viability of the implementation of a dry port in the southern Ecuadorian area, it was possible to know the definitions and main characteristics of this type of intermodal. Furthermore, it could be observed that within Ecuador there is sufficient legal regulation that ensures the type of Public-Private Associations, which allows the location of the project. Nonetheless it does not have sufficient support from the public sector to continue with its construction. In turn, it was found that in the southern zone there are arterial corridors and collector roads necessary to connect the main maritime port to the already established strategic location of the logistics center. However, not all roads are in an adequate state that allows the risk-free circulation of goods. From the analysis of the case study of the Zaragoza Maritime Terminal, relevant information was obtained that can be used as a successful case example for the adaptation of the infrastructure in the south of the country. Additionally, the recently implemented dry port in Lima-Peru can be taken into account to make certain adaptations to the project in the southern Ecuadorian area. Finally, from the interviews conducted, it was possible to have clear visions from people knowledgeable on the subject about the benefits, challenges and relevant aspects of these types of projects.

## 6. CONCLUSIONS

Dry Ports arise from the need for new logistics infrastructure generated as solutions to the challenges posed in the country's main ports due to the increase in world trade. To find out if the implementation of a project of this type within Ecuador is viable, an analysis was mainly conducted of all the legal regulations that cover both private investment and the provision of public services within the intermodal. It was concluded that we do have a sufficient legal basis that ensures this type of Association.

At the same time, it was necessary to carry out an analysis of the state in which the roads that connect the logistics center with the main port in Guayaquil are currently located. Through this, it was possible to observe that in certain areas there is an evident road disconnection due to natural phenomena. However, through alternative routes the products can also be transported taking the necessary precautions. For example, accompanied by the National Police and the system that connects the carrier with the ECU 911, in case there is insecurity when carrying the cargo from the Sea Port towards intermodal in southern Ecuador.

A case study of the Zaragoza Maritime Terminal was also carried out, which provides valuable information that can be used to replicate this model in strategic locations such as the south of Ecuador, as well as the case of the dry port of Lima-Peru. In this case, when it is located in an area surrounding the country it can provide us with more information regarding adaptations to the area. Furthermore, thanks to the detailed research, accompanied by various interviews with natural people who work in both public and private institutions versed in the subject, it was possible to know the main benefits, obstacles and key points in the implementation of these logistics centers and their road connection to the strategic sector already established.

Finally, and to conclude, although there is no financial support from the public sector, this would not represent a problem for the construction of the infrastructure. It has a completely private investment but it would be necessary for there to have the political support by the public sector to continue with the siting of the intermodal. The development

of the dry port in southern Ecuador could provide a significant advantage in regional trade compared to the customs district of Cuenca, which is currently in operation and where the necessary procedures for the customs clearance of merchandise are already being carried out. Because the intermodal would work uninterruptedly to conduct the necessary customs operations for imports and exports, and in addition, thanks to its specialized infrastructure and controlled environments, it would allow faster processing of containers and significantly reduce waiting times and logistics costs. For production companies, this would facilitate compliance with legal requirements and optimization of commercial operations, increasing competitiveness for national producers in the global market and, optimizing import and export operations through a modern and efficient logistics infrastructure.

## **7. RECOMMENDATIONS**

After an arduous analysis of the viability of implementing a dry port in the southern Ecuadorian area, it can be concluded that this logistics center has great potential to boost trade in the region. As a recommendation, it would be necessary for the private sector in charge of the project to be able to know all the information provided so that it can have sufficient legal foundations to ensure the investment and not have any problems when carrying out this project. Nonetheless, it would also be necessary to have political support from the public sector so that the proposed project can continue.

It would also be necessary to engage with and make requests to the entities responsible for roads and transportation to explore the possibility of carrying out public works that improve the connection by roads from the main port in Guayaquil to the area established for the dry port of the austral. It would also be recommended that studies be conducted on other logistics centers, as in this case presented with the Zaragoza Maritime Terminal (Zmt) and other examples of intermodals more attached to our reality, such as the dry port of Lima-Peru. This can provide key information that can be adapted to the operation of the project for the Ecuadorian south, achieving the expected success and keeping up to date with innovations that can continue to be implemented in the port over time.

Finally, it would be necessary to implement socialization with small and medium producers, in the same way as with large companies. This would enhance awareness regarding the additional benefits that this logistics center would bring to the south of the country and the benefits that they would obtain by carrying out their exports and imports from the southern dry port.

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## 9. APPENDICES

### Appendix 1

*Informed consent – Eng. Alexi Muñoz Franco*

#### CONSENTIMIENTO INFORMADO

##### LA VIABILIDAD DE UN PUERTO SECO EN EL AUSTRO ECUATORIANO

Usted ha sido seleccionado como posible participante en el estudio titulado “La viabilidad de un puerto seco en el Austro ecuatoriano” llevado a cabo por Shirley Jacqueline Montalvo Gómez, estudiante de la carrera de Estudios Internacionales de la Universidad del Azuay. Con esta investigación se pretende recolectar información relevante y de calidad para el desarrollo del trabajo final de titulación del estudiante.

Si accede a participar se compromete a proporcionar toda la información solicitada de forma honesta. Si tiene dudas podrá hacer preguntas en cualquier momento de este proceso de investigación. Asimismo, si siente alguna incomodidad durante su participación, puede informarlo al investigador para recibir orientación o retirarse, sin que ello lo perjudique de ninguna forma.

la información recolectada durante esta investigación será usada solamente con fines académicos e investigativos.

Para cualquier información adicional o incomodidad relacionada con su participación en la investigación, puede comunicarse con el investigador responsable: Shirley Jacqueline Montalvo Gómez, al correo electrónico [shishi98@es.uazuay.edu.ec](mailto:shishi98@es.uazuay.edu.ec).

Yo Alexi Muñoz Franco, luego de haber leído y entendido el contenido de este documento, acepto de manera voluntaria participar en esta investigación.

Cuenca, 24 de marzo de 2024.



Firma del participante

## **Appendix 2**

*Transcription of the interview with Eng. Alexi Muñoz Franco*

### **Orador 1**

**Podría indicar cuáles son sus nombres y apellidos y, ¿cuál es la función que Usted desempeña dentro del grupo CONCENSO? Orador 2**

Mi nombre es Alexi Muñoz Franco. Yo trabajo en el área de compras y comercio exterior de grupo CONCENSO como Coordinador Corporativo del área de compras y comercio exterior.

### **Orador 1**

En el mes de septiembre del año 2022 se expuso el proyecto para la posible implementación de un puerto seco en la zona del austro de nuestro país el que sería emplazado en la parroquia Javier Loyola del cantón Azogues, en la provincia de Cañar, esto con una fuente de inversión público-privada ¿Podría Usted decirnos qué conoce acerca de este proyecto? y, ¿Cuáles cree Usted que fueron las motivaciones que impulsaron a la creación del proyecto “Puerto Seco del Austro”?

### **Orador 2**

Sí, conocí sobre eso hace poco tiempo. Sé que es una iniciativa por parte de las Cámaras de Comercio de aquí, de la ciudad de Cuenca y de muchas empresas privadas de aquí del sector, sobre todo del austro del Ecuador. Sé que realmente ellos están buscando dinamizar mucho más acá el Austro, con motivo de que realmente aquí en la en la Aduana de Ecuador, sí, actualmente en el distrito 6 se tramitan muchos temas de importación, pero de una manera muy muy baja con diferencia a lo que son los distritos de la costa, principalmente en Guayaquil y en los otros puertos de Ecuador.

### **Orador 1**

De llegar a ejecutarse este proyecto de puerto seco en la parroquia Javier Loyola, en la provincia de Cañar, ¿Cuáles cree Usted que serían los principales beneficios para el sector privado de la implementación de un puerto seco en la zona del Austro ecuatoriano?

### **Orador 2**

Sí, eh volviendo un poquito en la anterior pregunta, me olvidé mencionarle que lo que quieren hacer es, actualmente sé que ya está emitida la resolución de traslados, que es prácticamente la 0083, no lo tengo muy en mente, pero sé que eso es lo que ya facilita a los operadores de Comercio Exterior de poder hacer incluso ya los trámites en este distrito con mayor facilidad, aunque obviamente no está construido nada todavía, creo que depende del sector privado empezar con la construcción. Pero bueno, volviendo a la pregunta que me hizo ahora, hay muchos beneficios logísticos de poder hacer la desaduanización directamente acá. Mencionando algunos, podrían ser, por ejemplo, muchos de los importadores que traen a al Ecuador la mercadería, en costo logístico a veces necesitan no sacar toda la mercadería de importación, necesitan fraccionar la mercadería y poder desaduanizar en parciales, traerlo acá al austro lo que haría es prácticamente que usted pueda desaduanizar esa mercadería de manera parcial, pero que ya no tenga que pagar los costos logísticos de cada parcial de esa magnitud.

Otro beneficio que yo veo bastante bueno es que, en el puerto de Guayaquil, como se sabe, hay una concentración muy alta de trámites, creo que el 60% o 70% del movimiento se da por Guayaquil. Entonces, hay ciertas épocas en las que es muy difícil tener agilidad en esos puertos, colapsan. Muchos de los importadores llegan a tener tiempos muy altos de desaduanización. Lo ideal debería ser máximo 48 horas para tener su trámite liberado, pero llegan a tener hasta tres o cuatro días en liberar un trámite, dependiendo del tipo de aforo que se necesite. Si usted es un importador grande, muchas veces tienen un perfil alto en el que puede desaduanizar de forma automática, y en otras ocasiones, si no es de un perfil grande, casi siempre se realiza un aforo físico en Guayaquil, y en Guayaquil hay muy poca gente en Aduana para la cantidad de trámites que hay en una temporada alta por ejemplo, entonces pueden tomarle hasta cuatro o cinco días en librarle un trámite.

Otro de los beneficios que yo creo que podría usted como importador tener es que muchos de los trámites que hay acá en el austro son de exportación. Las florícolas, las ganaderas, todo ese tipo de trámites podrían bien hacerse todo el trámite directamente acá. Muchos de los organismos de control ARCSA, Fitosanitarios, Agrocalidad, todos ellos podrían hacerse directamente aquí, liberarse aquí y no depender de un distrito que está lejano, eso, entre otros.

### **Orador 1**

Como sabemos la economía de nuestro país está basada en gran parte en los Tratados o Acuerdos de Libre Comercio con otros países, así tenemos los que fueron ratificados hace poco tiempo con Costa Rica y China, esto posibilita que nuestros productores puedan exportar muchos de sus productos a esos países y mejorar nuestra competitividad en el mercado mundial, al respecto ¿Tiene Usted conocimiento de los Tratados o Acuerdos de Libre Comercio que el Ecuador ratificó con estos países? En el caso de que la respuesta sea positiva ¿Cuáles cree Usted que serían los beneficios que estos Acuerdos podrían traer al sector privado de la zona del Austro ecuatoriano en el caso de que exista factibilidad en la implementación de un puerto seco en esta zona?

### **Orador 2**

Definitivamente agilidad en los trámites. Siempre me voy a enfocar en eso, le puedo poner el ejemplo muy concreto, grupo CONCENSO tiene una empresa que es Indurama. Indurama, exporta para Centroamérica, Costa Rica es uno de los de los países a los que exporta, mucho de su mercado está en Centroamérica y Perú, que Perú también tiene mucho, entonces mucho depende de la agilidad con la que se tramiten en este caso las desaduanizaciones, de que pueda ofrecer mejores servicios a sus clientes. Se podría decir mayor agilidad en la desaduanización de sus de sus mercancías.

Sobre China, tengo claro que obviamente el tema del Tratado de Libre Comercio con China no afecta, más bien beneficia de gran manera al Ecuador porque muchos de los productos, por ejemplo de línea blanca, la industria ecuatoriana que tiene línea blanca como pues vuelvo a citar el ejemplo de Indurama, produce cocinas, es una de las líneas que mayor le representa en la INAP a la empresa y sobre todo en exportación, entonces eso le facilita que pueda hacer las exportaciones de estas cocinas y llegar a muchos más mercados.

En el tema el Tratado de Libre comercio con China, incluso podemos rescatar que no hay un arancel que le permita a los productos chinos como refrigeradoras, por ejemplo, entrar al país con un arancel reducido, eso protegería a la industria nacional. De hecho, dentro del arancel nacional está discriminado justamente las partidas arancelarias de refrigeradoras, que son también un producto representativo dentro de las empresas productoras. Le hablo no solamente por Indurama, le hablo muchas empresas del parque industrial, por ejemplo, la compañía Ecogas, que es una empresa que hace cocinas precisamente ecoline, creo que se llama la marca. O sea, a nivel nacional hay algunas empresas productoras de estas líneas que como Tratado de Libre Comercio es beneficioso para estas empresas y a la vez le protege. Se liberan muchos más productos a nivel de aranceles, pero principalmente estas empresas están cubiertas. Entendería que también el tema de las empresas cerámicas que aquí en el austro hay muchas empresas cerámicas. Cuenca es muy conocido a nivel del Ecuador por ser un sector, una ciudad muy industrial. Entonces de cierta manera, acá está una buena parte de los grupos económicos, que a su vez eso implica que van a seguir dando trabajo a muchas personas aquí.

### **Orador 1**

¿Cómo contribuiría un puerto seco en el Austro ecuatoriano a la diversificación de mercados y al aumento de las oportunidades de exportación para las empresas privadas de la región?

### **Orador 2**

Definitivamente sí ayudaría porque yo siento que a nivel de Guayaquil todo está un poco más concentrado allá. Al darle la oportunidad a Cuenca de tener un puerto seco, yo le hablaba de que muchas empresas resultan a veces con desconocimiento de ciertas normativas y tienen ese temor de exportar o de hacer importaciones. Entonces de alguna manera tener ese puerto seco acá lo que va a lograr es que se dinamice este conocimiento para las otras empresas también y obviamente tenemos las Cámaras de Comercio y tenemos las Cámaras de industrias que pueden fortalecer a las empresas importadoras y exportadoras para que se animen a exportar sus productos. Yo creo que solamente falta eso, que algunas empresas se animen porque hay capacidad, el producto ecuatoriano es muy bien reconocido.

### **Orador 1**

¿Cuáles serían las oportunidades de desarrollo de cadenas de valor adicionales que podrían surgir para el sector privado como resultado de la implementación de un puerto seco en esta área?

### **Orador 2**

Se dinamizaría principalmente el transporte. El transporte entiendo yo que este proyecto plantea principalmente generar muchas plazas de trabajo alrededor de unas 500 plazas de trabajo directas y posiblemente eso conlleve

a plazas de trabajo indirectos, como por ejemplo el sector del transporte. Todo ese movimiento que va a haber en el sector del austro en Azogues va a necesitar empresas de transporte que movilicen esos productos en todo el austro. Entonces, evidentemente ahí dinamiza mucho el tema del transporte. Habrá muchas empresas, como por ejemplo, que alquilan naves industriales cerca del lugar, que haya muchas más más bodegas a nivel de ese sector.

#### **Orador 1**

Desde su experiencia, ¿cómo influiría la ubicación estratégica del puerto seco en el Austro ecuatoriano en la reducción de costos logísticos para las empresas privadas, especialmente en términos de transporte terrestre y almacenamiento de mercancías?

#### **Orador 2**

Yo creo que le mencioné al inicio, cuando Usted tiene la posibilidad de tener un distrito de Aduana acá. En un caso muy puntual, le hablo yo de una importación que yo pueda hacer y decido traerla directamente acá al distrito Cuenca, muchas veces usted paga un almacenaje, o sea, mejor dicho, siempre paga un almacenaje en el puerto marítimo donde descargar el producto y muchas veces usted tiene que eh esperar dos o tres días para sacar su carga, en este caso pasaría a ser simplemente de tránsito el puerto de Guayaquil. Pasaría ya a llegar directamente a la Aduana de Cuenca y usted allí, como le decía, hay importadores que a veces no tienen la capacidad de desaduanizar le hablo por los más pequeños, de desaduanizar su carga de manera íntegra 100%, porque a veces los aranceles de los productos que importan son muy altos, entonces ellos necesitan a veces sacar la mercadería de forma parcial, o sea tener un régimen aduanero, como por ejemplo es el régimen 70, que es el régimen de depósito aduanero que le permite a usted parcializar y le da un tiempo de hasta me parece que son 360 días, para poder desaduanizar el 100% de su carga. Le permite sacar su carga a medida que usted está vendiendo, eso en costos de almacenaje resulta bueno porque no le hace que usted tenga que arrendar una bodega propia, o usar su bodega para producto de importación, sino tenerla paulatinamente retirándola a medida que usted la va vendiendo.

Eso, por un lado, en el tema de costos de almacenaje y obviamente los costos logísticos reducen mucho porque el costo logístico de transporte a la hora de importar que llegue la mercadería a Guayaquil hacia Cuenca está alrededor de algún contenedor de 40, no le deja de costar unos 600 dólares que es bastante, realmente es bastante. Entonces ya usted ahí se puede imaginar que al tener la mercadería acá, o sea, digamos que usted decide hacer el régimen 70 allá en Guayaquil, cada transporte de esa mercadería le va a costar mínimo 300 dólares, mientras que si está aquí, en el austro le va a permitir reducir significativamente sus costos de transporte hacia sus bodegas. Le hablo en el caso de Indurama, sus bodegas están a la salida de la ciudad acá la salida sur, y obviamente todos esos transportes se reducirían mucho. Ahora, del resto de empresas, por ejemplo, las empresas florícolas que hacen mucho tema de exportación el sector o el lugar donde plantean ellos es muy estratégicos, creo que está cerca de todo.

#### **Orador 1**

¿Qué medidas específicas podrían ser implementadas para garantizar una transición fluida y efectiva para las empresas privadas que opten por utilizar el puerto seco en el Austro ecuatoriano en lugar de depender exclusivamente de los puertos marítimos existentes?

#### **Orador 2**

Medidas de transición, creo que deben hacer una socialización bastante fuerte. Creo que deben darles a conocer a los importadores cuáles son los beneficios, darles a través de las Cámaras hacen mucha propaganda de esto. Creo que los importadores, a veces por desconocimiento incurren en costos que no vienen al caso. La transición puede hacerse, paulatina, creo que los importadores no se van a ir 100% allá, pero van a ir evaluando poco a poco el servicio, ya qué, el servicio va a ser muy importante. Si ellos como importadores, llegan a ver que tienen una ventaja competitiva sobre traer la mercadería de Guayaquil, téngalo por seguro que van a traer cada vez más los productos acá y esto va a tener que ampliarse mucho más.

#### **Orador 1**

¿Qué medidas podrían ser implementadas para asegurar la participación activa y el compromiso del sector privado en el desarrollo y operación exitosa de un puerto seco en esta área?

#### **Orador 2**

Pues, darle las facilidades al sector importador darle las facilidades. Yo le hablaba mucho del tema socialización, principalmente eso.

**Orador 1**

¿Cuál sería su visión sobre el impacto a largo plazo que tendría la implementación de un puerto seco en el Austro ecuatoriano en el crecimiento y desarrollo sostenible del sector privado en la región?

**Orador 2**

A largo plazo entiendo que lo más importante es la generación de empleo, porque a nivel del austro creo que tenemos mucha deficiencia de empleo. Creo que va a ayudar al sector privado a invertir mucho más, mucho del sector privado tienen a veces un poco de ese miedo de invertir o de ampliarse, porque no tienen la seguridad o no tienen las herramientas para poder decir, bueno, hay una seguridad con la que vamos a trabajar y no deciden dar ese paso. A largo plazo también creo que veríamos un cambio en infraestructura vial porque como bien se sabe, pues la infraestructura vial del austro está muy abandonada, creo que eso haría que el Gobierno central le ponga muchísima más atención al tema vial del austro.

**Orador 1** ``(...) omisión por irrelevancia.``

**Orador 1**

¿Hay algo más que le gustaría agregar o destacar sobre su enfoque para este proyecto?

**Orador 2**

Pues la verdad, creo que es un excelente desafío para el sector. Creo que tradicionalmente el Austro ha estado muy relegado en este tema aduanero. Creo que les va a dar la oportunidad a muchos importadores de llegar a tener ese crecimiento que ellos desean, o en el caso de muchos emprendedores de aquí del austro a dar ese paso que necesitan para poder crecer sus negocios, hay mucha oportunidad de por medio ``(...) omisión por irrelevancia``.

### Appendix 3

*Informed consent – Mgtr. Maria Emilia Crespo Amoroso*

#### CONSENTIMIENTO INFORMADO

##### LA VIABILIDAD DE UN PUERTO SECO EN EL AUSTRO ECUATORIANO

Usted ha sido seleccionado como posible participante en el estudio titulado “La viabilidad de un puerto seco en el Austro ecuatoriano” llevado a cabo por Shirley Jacqueline Montalvo Gómez, estudiante de la carrera de Estudios Internacionales de la Universidad del Azuay. Con esta investigación se pretende recolectar información relevante y de calidad para el desarrollo del trabajo final de titulación del estudiante.


Si accede a participar se compromete a proporcionar toda la información solicitada de forma honesta. Si tiene dudas podrá hacer preguntas en cualquier momento de este proceso de investigación. Asimismo, si siente alguna incomodidad durante su participación, puede informarlo al investigador para recibir orientación o retirarse, sin que ello lo perjudique de ninguna forma.

la información recolectada durante esta investigación será usada solamente con fines académicos e investigativos.

Para cualquier información adicional o incomodidad relacionada con su participación en la investigación, puede comunicarse con el investigador responsable: Shirley Jacqueline Montalvo Gómez, al correo electrónico [shishi98@es.uazuay.edu.ec](mailto:shishi98@es.uazuay.edu.ec).

Yo María Emilia Crespo Amoroso, luego de haber leído y entendido el contenido de este documento, acepto de manera voluntaria participar en esta investigación.

Cuenca, 2 de Abril de 2024.

  
.....  
Firma del participante

## **Appendix 4**

### *Transcription of the interview with Mgtr. María Emilia Crespo Amoroso*

#### **Orador 1**

Podría indicar cuáles son sus nombre y apellidos y, ¿cuál es la función que Usted desempeñaba dentro del Servicio Nacional de Aduana del Ecuador?

#### **Orador 2**

Mi nombre es María Emilia Crespo y fui Directora Distrital de Cuenca del Servicio Nacional de Aduana del Ecuador.

#### **Orador 1**

¿Cuánto tiempo estuvo laborando en la institución?

#### **Orador 2**

Alrededor de 2 años.

#### **Orador 1**

¿Cuáles son las funciones que esta institución cumple con respecto a los temas de importaciones y exportaciones?

#### **Orador 2**

Está la del control y la regulación de las importaciones y las exportaciones que se llega a realizar desde la Zona 6, que es Azuay, Cañar y Morona Santiago. Si bien las exportaciones estuvieron detenidas para realizarlas desde la zona a la que yo estuve a cargo, en mi gestión se reactivaron y nuevamente se retomaron las exportaciones desde la Zona 6.

#### **Orador 1**

Como sabemos la economía de nuestro país está basada en gran parte en los Tratados o Acuerdos de Libre Comercio con otros países, así tenemos los que fueron ratificados hace poco tiempo con Costa Rica y China, esto posibilita que nuestros productores puedan exportar muchos de sus productos a esos países y mejorar nuestra competitividad en el mercado mundial, al respecto ¿Tiene Usted conocimiento de los Tratados o Acuerdos de Libre Comercio que el Ecuador ratificó con estos países? En el caso de que la respuesta sea positiva ¿Cuáles cree Usted que serían los beneficios que estos Acuerdos podrían traer a la zona del Austro ecuatoriano en el caso de que exista factibilidad en la implementación de un puerto seco en esta zona?

#### **Orador 2**

Bueno, yo siempre he estado relacionada con los acuerdos comerciales regionales, de hecho, soy parte del equipo negociador en el Ministerio de Producción Comercio Exterior, Inversiones y Pesca. Institución en la que estuve antes y actualmente enrolada, he sido parte del equipo negociador. Yo negocié con China, yo fui jefe de la Mesa de Asuntos aduaneros y facilitación del comercio con China y realmente es muy beneficioso para el país. Sobre todo, esta mesa que negocié establece todas las disposiciones sobre cómo facilitar el comercio entre los dos países en relación a las operaciones aduaneras. Tenemos un artículo muy beneficioso para el País en relación a los operadores económicos autorizados, en los cuales ya establecemos una línea para firmar un acuerdo de reconocimiento mutuo entre los dos países. Asimismo, se da un reconocimiento expedito a la nacionalización de mercancías perecederas, que es lo que más exporta desde el Ecuador y que es uno de los inconvenientes que teníamos en China, acelerar todo el proceso aduanero para este tipo de mercancías, hay un artículo sobre cooperación entre aduanas que eso es muy importante, el cual de hecho ya se está trabajando entre las dos aduanas para establecer esta asistencia mutua entre las aduanas y cooperación. Que es muy beneficioso para conocer sobre todo estas importaciones que vienen de China, que no estén subfacturadas, que sean los valores establecidos, las partidas específicas, que eso nos ayuda también como instituciones de control a tener la recaudación como debe ser. Es todo un equilibrio que se buscó en este capítulo entre el control y la facilitación del comercio para ayudarles a los empresarios a ser más competitivos, agilizar los procesos, pero a su vez también exista un control debido de la Aduana para las operaciones tanto de importaciones como de exportaciones. Los Acuerdos Comerciales, presentan grandes oportunidades tanto en las exportaciones como en las de importaciones. La oferta exportable del Ecuador es muy enriquecida y tiene un gran potencial a estos países. por ejemplo, a China dentro de los productos que se consideran potenciales. Y que ya entran, una vez ratificado el acuerdo, que es el primero de mayo con el 99.6% de exportaciones actuales es camarón, banano,



cacao en grano, flores, rosas, flores eternizadas, pescado congelado, harinas de pescado, calamar, minerales de cobre, madera, botones de tagua, cuero, sombreros de paja toquilla que se produce acá en la zona, entre otros, son los productos exportados que brindan un acceso preferencial a las exportaciones actuales. Pero como también hablábamos, existe una oferta exportable para un acceso a esta nueva oferta que tal vez este rato no se está llegando a exportar, pero este mercado es muy potencial para este tipo de productos entre ellos: carnes, yogur, pitajaya, guabas, piña, arándanos de espárragos, guayusa, té, aguacate, embutidos, entre otros. Entonces, realmente fue un arduo trabajo, hicimos todas las negociaciones en línea por el tema de del COVID, China todavía tenía una cuarentena de quince días, entonces realmente no se pudieron hacer presenciales, pero en un tiempo récord llegamos de cerrar las negociaciones. Defendiendo también los intereses del país, hay sectores, que se lograron proteger, como la cerámica, el textil, el calzado, algunas partidas para justamente darles esa protección para que puedan seguir desarrollándose dentro del Ecuador. En relación a Costa Rica, no participe directamente en las negociaciones, pero concuerdo que es totalmente beneficioso para el país. Dentro de los productos que representa un crecimiento a las exportaciones es del sector manufacturero, metalmecánica, textiles, línea blanca, cocinas, construcción, productos de madera, cerámica, cosméticos, conservas de pescado, camarón. Entonces realmente estamos muy beneficiados de todos estos Acuerdos que hemos suscrito. Se viene también Corea, hay un proceso de negociación con Canadá, muy posiblemente con los países de Emiratos Árabes, y realmente es así como se maneja este rato el comercio. Cada vez se reducen más los aranceles y la tendencia a llegar a aranceles cero, y ser parte de esta globalización, no solo un lunar aislado de todo el comercio, sino ser parte de esta comercialización. Cómo esto se representa en el puerto seco es notable al tener Acuerdos, aumenta el comercio, aumentan las importaciones, aumenta las exportaciones, y el puerto seco es el lugar por donde podría ingresar y salir toda esta mercadería, que de por sí como se ha escuchado, los puertos están colapsados y necesitan esta agilidad en los procesos aduaneros que se podrían dar desde acá, considerando toda la producción y la industria austral que hay en la zona.

#### **Orador 1**

En el mes de septiembre del año 2022 se expuso el proyecto para la posible implementación de un puerto seco en la zona del Austro de nuestro país el que sería emplazado en la parroquia Javier Loyola, del cantón Azogues, de la provincia de Cañar, esto con una fuente de inversión público-privada ¿Podría Usted decirnos qué conoce acerca de este proyecto?

#### **Orador 2**

No es una inversión Público-Privada, es una inversión netamente privada. Es una iniciativa que salió del sector privado y fue presentado al Gobierno para que se presente esta inversión. Se firmó un contrato de inversión entre la empresa SERVIFRUCTUS y el Ministerio de Producción, Comercio Exterior, Inversiones y Pesca, y a través de este contrato de inversión nace el proyecto, posterior a eso el proyecto fue presentado a la Aduana, al Ministerio de Transporte y al Ministerio de Producción, que son las 3 Instituciones rectoras de la materia para facilitar y apoyar el desarrollo de este proyecto. En ese sentido, se ha empezado a darles los permisos necesarios para su cumplimiento desde el sector público. Desde la Aduana, el 29 de diciembre del 2023, se autorizó ya el uso de zona primaria, que es lo que estaba pendiente. Hace tres o cuatro meses más o menos, para que continúen con el proceso de implementación del puerto seco.

#### **Orador 1**

¿Podría usted manifestar, ¿cómo y por qué nace el proyecto “Puerto Seco del Austro”?

#### **Orador 2**

Nace de la necesidad de los empresarios y de poder llegar a ser más competitivos y realizar sus operaciones desde casa. Fue el estudio de análisis de mercado que representa y lo que ha presentado la compañía SERVIFRUCTUS, que es el inversionista privado. El Estado no invierte un solo dólar, es totalmente inversión privada, que eso es importante dar a conocer, ya que, están dando una solución a una necesidad de los empresarios a través de un proyecto privado que es controlado por las instituciones públicas, y qué mejor poderlo hacer desde la misma zona y no tener que movilizarse a Guayaquil. Tener una Aduana de puertas abiertas desde la Dirección Distrital de Cuenca, y poder generar las operaciones desde acá.

#### **Orador 1**

Conoce Usted ¿Por qué se escogió la parroquia Javier Loyola en la provincia de Cañar para construir allí la infraestructura del Puerto Seco del Austro? En el caso de que su respuesta sea positiva, ¿podría brindarme más información?

## **Orador 2**

No tengo certeza de cuál fue el motivo, eso lo sabe el inversionista, lo mejor sería preguntarle a él, pero considero que el tema de conectividad, de la ubicación geográfica es importante. Por resolución aduanera todas las mercancías, importaciones y exportaciones tienen su ruta por Cañar, entonces puede ser un tema de conectividad, un tema de ubicación. Se necesitan varias hectáreas planas, no sé si en Cuenca había, entonces eran varios temas y requisitos que se necesitaban cumplir.

## **Orador 1**

¿Considera Usted que la reforma a la Resolución 0083 del 2022 de Traslados es suficiente para el adecuado funcionamiento y la prestación de servicios de la Aduana dentro del Puerto Seco? Justifique su respuesta.

## **Orador 2**

La resolución de traslados nos apoya para el funcionamiento del puerto seco, sobre todo para una seguridad jurídica de cómo se realizan las operaciones aduaneras. Anteriormente, las empresas no podían ser competitivas al traer su mercancía a Cuenca porque había una selectividad, se inspeccionaba la mercancía en Guayaquil y en Cuenca. Esto genera duplicidad en tiempos y a la vez, duplicidad en costos, entonces no les convenía. Con la nueva resolución lo que se busca es facilitar el comercio en el amparo del acuerdo de facilitación del comercio de la OMC y equilibrarlo con el adecuado control y con la trazabilidad de la carga, entonces lo que se busca es que no exista esta doble inspección en Guayaquil y en Cuenca, a la larga es una sola Aduana y donde se va a hacer las inspecciones es acá en Cuenca. La única manera de que se abra una mercancía que se inspeccione en Guayaquil es porque existe una denuncia internacional o una alerta interna, esos serían los únicos motivos, y todos los tratamientos aduaneros se dan en destino, que sería en Cuenca. Entonces sí, es una resolución que facilita completamente la operación de un puerto seco, le genera al usuario y al operador de Comercio Exterior, ser mucho más competitivo, con lo que se evitó este tema de la duplicidad de inspecciones y de costos y es una resolución también que nos permite generar la trazabilidad de la carga para poder trasladar esa mercancía. Es importante que conste con precinto electrónico para poder revisar toda la cadena también, que venga desde el puerto hasta el puerto seco.

## **Orador 1**

Si sabemos que para la implementación de este tipo de proyectos no es suficiente únicamente la inversión económica sino, también una infraestructura vial apropiada, ¿cree Usted que el sistema vial que conecta la provincia de Cañar y el Austro con las demás regiones del país tiene las condiciones adecuadas para asegurar una buena conectividad entre regiones y que el transporte de mercaderías no tenga inconvenientes? ¿Qué cree Usted que se podría mejorar para cubrir las necesidades en cuanto a conexión con los puertos?

## **Orador 2**

Bueno, la conectividad siempre ha sido un desafío para el austro. Hasta el día de hoy se puede observar que todavía existe esa necesidad. No se puede decir que tenemos una infraestructura vial adecuada u óptima para esto, pero es la que hay, y mientras se tiene, yo creo que se tiene que trabajar de manera paralela. No se puede parar un proyecto de esta magnitud hasta que tengamos la mejor vía para que exista la conectividad entre puertos y puerto seco, pero sí se tiene que continuar insistiendo con esta necesidad de conectividad vial.

## **Orador 1**

¿Por qué motivo cree Usted que el proyecto no avanzó a la siguiente fase?

## **Orador 2**

Bueno, este rato, como le indicaba recién en diciembre del 2023, la Aduana otorgó el último permiso, que era la autorización de la zona primaria para que puedan operar. Entonces, ha tomado más de 2 años poder establecer todos los permisos para la operación. Se creó desde la normativa, antes no había un reglamento, una normativa que diga cómo operar los puertos secos, recién se creó. Entonces, ha sido un proceso arduo en relación a la parte pública de cómo se tenían que ir realizando y esto, a su vez, también generó cierta falta de motivación en los empresarios, porque al principio estaban muy emocionados, después vieron que se tardó mucho y generó mucha desmotivación. Entonces eso ya está en el sector privado ver si se continúa con la operación ya contando con los permisos públicos.

## **Orador 1**

De llegar a ejecutarse este proyecto de puerto seco en la parroquia Javier Loyola, en la provincia de Cañar, ¿Cuáles cree Usted que serían los beneficios que este generaría a la zona del Austro de nuestro país y quiénes serían los más beneficiados con la implementación del proyecto?

**Orador 2**

Este proyecto de lo que nos presentó el grupo inversionista crea un proyecto social bastante interesante en creaciones de fuentes de empleo, tanto directas como indirectas que eran cerca de 2000. De lo que recuerdo mucha de la mano de obra se va a considerar de la zona, que es algo que va a permitir también la reactivación económica de toda la zona austral. Es beneficioso que se dé el puerto para que los empresarios sean más competitivos, con valor agregado, es decir, en temas de seguridad, en temas de eficiencia, en temas de agilidad, de procesos, de trámites y tenerlo en el en la misma zona, no necesariamente tener que viajar a Guayaquil. Una Aduana transparente, una Aduana que siempre ha demostrado ser de puertas abiertas para poder solucionar cualquier conflicto, realmente todo eso genera este valor agregado que les va a permitir a los empresarios poner en su balanza y ver todos los beneficios que presenta las operaciones en el puerto seco.

**Orador 2**

¿Hay algo más que le gustaría agregar o destacar sobre su enfoque para este proyecto?

**Orador 1**

No, realmente que es un proyecto que la Aduana le ha apostado también a esta zona. Es una necesidad latente de los empresarios y que es una oportunidad gigantesca para la zona austral. Puede empezarse también a desarrollar otro tipo de giros de negocio desde el puerto seco, como por ejemplo ver el tema de la frontera con Perú, todas las exportaciones también que se podrían llegar a hacer desde el puerto seco, es una ubicación estratégica. Yo creo que cada vez va a haber más oportunidades para poder aprovechar, este proyecto de Puerto seco.

## Appendix 5

*Informed consent – Eng. Juan Pablo Tamayo*

### CONSENTIMIENTO INFORMADO

#### LA VIABILIDAD DE UN PUERTO SECO EN EL AUSTRO ECUATORIANO

Usted ha sido seleccionado como posible participante en el estudio titulado “La viabilidad de un puerto seco en el Austro ecuatoriano” llevado a cabo por Shirley Jacqueline Montalvo Gómez, estudiante de la carrera de Estudios Internacionales de la Universidad del Azuay. Con esta investigación se pretende recolectar información relevante y de calidad para el desarrollo del trabajo final de titulación del estudiante.


Si accede a participar se compromete a proporcionar toda la información solicitada de forma honesta. Si tiene dudas podrá hacer preguntas en cualquier momento de este proceso de investigación. Asimismo, si siente alguna incomodidad durante su participación, puede informarlo al investigador para recibir orientación o retirarse, sin que ello lo perjudique de ninguna forma.

la información recolectada durante esta investigación será usada solamente con fines académicos e investigativos.

Para cualquier información adicional o incomodidad relacionada con su participación en la investigación, puede comunicarse con el investigador responsable: Shirley Jacqueline Montalvo Gómez, al correo electrónico [shishi98@es.uazuay.edu.ec](mailto:shishi98@es.uazuay.edu.ec).

Yo Juan Pablo Tamayo....., luego de haber leído y entendido el contenido de este documento, acepto de manera voluntaria participar en esta investigación.

Cuenca, 26 de abril..... de 2024.

  
.....  
Firma del participante

## **Appendix 6**

### *Transcription of the interview with Eng. Juan Pablo Tamayo*

#### **Orador 1**

Podría indicar cuáles son sus nombre y apellidos y, ¿cuál es la función que Usted desempeña dentro de la CORPAC?

#### **Orador 2**

Con gusto. Yo soy Juan Pablo Tamayo, soy director comercial del Aeropuerto de Mariscal La Mar de Cuenca.

#### **Orador 1**

Y En el mes de septiembre del año 2022 se expuso el proyecto para la posible implementación de un puerto seco en la zona del Austro de nuestro país el que sería emplazado en la parroquia Javier Loyola, del cantón Azogues, en la provincia de Cañar, esto con una fuente de inversión público-privada ¿Podría Usted decirnos qué conoce acerca de este proyecto? y, ¿Cuáles cree Usted que fueron las motivaciones que impulsaron a la creación del proyecto “Puerto Seco del Austro”?

#### **Orador 2**

A ver, del puerto seco entiendo que ya tienen un contrato firmado, nosotros alguna vez lo hablamos con SENAE porque la empresa que lo firma también quería implementar un proyecto en el aeropuerto respecto a la funcionalidad de un puerto seco. Normalmente, los puertos secos se instalan en lugares o zonas que son logísticamente digamos que centrales y es totalmente entendible que lo hagan en la zona del austro por la cantidad de industrias, por la producción que tienen y por todo en general, el comercio que se mueve en la zona. Entonces a mí me parece que es una muy buena ubicación, es una muy buena zona y en algún momento nosotros como aeropuerto o digamos que la administración pasada tuvo alguna intención de formar parte del proyecto, pero por algunos temas legales no pudieron hacerlo. Sin embargo, como te decía, me parece una buena zona para implementar un proyecto de este tipo y entiendo por qué, o sea, entiendo las motivaciones comerciales por el movimiento comercial e industrial de la zona, entiendo que se quiera hacer un puente seco de gran envergadura.

#### **Orador 1**

De llegar a ejecutarse este proyecto de puerto seco en la parroquia Javier Loyola en la provincia de Cañar, ¿Cuáles cree Usted que serían los beneficios que este generaría a la zona del Austro de nuestro país y quiénes serían los más beneficiados con la implementación del proyecto?

#### **Orador 2**

Bueno, o sea, a más de lo obvio que sería generación de empleo directo, yo entendería que el área industrial y el área comercial se van a ver bastante beneficiadas. Podrían tener un puerto seco donde recibir sus productos sin necesidad de hacer un traslado largo hasta la ciudad o hasta la zona del austro. Entonces probablemente esto sí implique un poco de reducción de costos, pero más que nada, la reducción de tiempos en la logística de distribución que pueda tener el puerto seco va a ser de mucho beneficio para las industrias.

#### **Orador 1**

¿Cuál es su percepción sobre la infraestructura aeroportuaria en la región del Austro ecuatoriano?

#### **Orador 2**

A ver el aeropuerto que tenemos actualmente en temas de infraestructura tiene muchas limitaciones. Por la altura del aeropuerto, o sea porque estamos a 2400m sobre el nivel del mar y por el largo de la pista, una pista de 1900m no es la adecuada para un aeropuerto a esta altura si queremos hacer vuelos largos o vuelos con mucha carga.

En términos generales, los puertos secos industriales no son muy complementarios con los aeropuertos, más allá de lo que yo te pueda traer pasajeros de industrias que se puedan generar cerca. ¿Y por qué te digo esto?, porque normalmente la industria que hacen aquí o la industria que se hace en el Ecuador no es una industria de alta carga tecnológica, es decir, yo no saco microchips, no saco más allá de flores, no saco muchos productos industriales por avión, tanto por el precio como por el peso. Entonces, el aeropuerto se vuelve complementario, para temas digamos que operativos y logísticos; pero no se vuelve muy complementario al momento de hacer exportaciones, especialmente un aeropuerto con las limitaciones que tenemos nosotros no podemos sacar, o

sea, si es que yo quisiera sacar productos para exportación de aquí, del puerto seco al aeropuerto de Quito a el mundo o puerto seco, aeropuerto de Guayaquil y al mundo no podría salir con avión muy pesado, entonces eso implica que yo tendría que con la aerolínea, en algún momento de su vida hacer una distinción entre llevo más pasajeros o llevo más carga y normalmente el pasajero te da más dinero, entonces normalmente el pasajero siempre va a salir ganando sobre la carga, y por las limitaciones técnicas del aeropuerto, no podrías hacer carga y pasajeros, o sea, pensando en carga industrial o carga para para exportar. Normalmente Courier sí se puede hacer, pero carga para exportar y esas cosas es muy complicado. Entonces sí necesitas un aeropuerto con mejores condiciones.

En el austro ecuatoriano no cuentas con muchos aeropuertos que te den esos beneficios, tal vez Santa Rosa, pero Santa Rosa no tiene una buena pista y no tiene la misma infraestructura como para carga, y probablemente quede incluso más lejos que el de Cuenca en términos de la distancia con el puerto seco, entonces probablemente sea lo mismo que irse a Guayaquil. Pero esto sí, también nos impulsaría un poco más a seguir trabajando en el proyecto nuevo aeropuerto, que es lo que estamos impulsando.

### **Orador 1**

Como bien sabemos, desde julio del 2022, la Corporación Aeroportuaria de Cuenca (CORPAC), a cargo del aeropuerto, empezó el proceso para la obtención de la certificación internacional, en el caso de volverse realidad la creación de un nuevo aeropuerto internacional en la ciudad de Cuenca, ¿Cómo cree Usted que este beneficiaría a la implementación de un puerto seco en la zona del Austro ecuatoriano? Y, ¿Cuáles serían las principales limitaciones o deficiencias en la conectividad aérea que podrían afectar la operación del puerto seco?

### **Orador 2**

Es un poco lo que te decía en la pregunta anterior. Primero, aclarar es una certificación del aeropuerto, en general no se certifica nacional o internacional, sino quizás una certificación de aeródromo. Con esa certificación yo puedo nombrarle al aeropuerto internacional, o sea, le puedo decirle de aquí en adelante este aeropuerto es internacional. Ahora, en el corto y en el mediano plazo, eso no cambia las condiciones técnicas del aeropuerto, entonces vamos a seguir con lo mismo por las mismas restricciones que te acabo de explicar en la pregunta anterior.

Ahora el proyecto del nuevo aeropuerto si es un proyecto que puede ayudar a levantar o a llevar carga que tal vez actualmente se va por tierra, por frontera o se va por tierra a Quito. Normalmente la carga, por ejemplo, que sé que perece rápido, o sea la carga perecedera se va por avión, pero sale generalmente por Quito porque es donde está el mayor mercado de caja, y un proyecto de nuevo aeropuerto con las condiciones técnicas o adecuadas y con la infraestructura necesaria para manejar carga tanto en plataforma como fuera del aeropuerto, sí podría ser de mucha ayuda para el puerto seco.

Ahora yo no soy de la zona y sinceramente no estoy muy ubicado, si Tarqui queda cerca o más cerca de Cañar o más lejos de lo que estamos ahorita, pero de todas formas no le veo una distancia exagerada para conectar el puerto seco con el aeropuerto. Ahora para que este proyecto de puerto seco se complemente con el aeropuerto, sí tendremos que ver cuál es la producción que se va por aeropuertos.

La producción industrial, especialmente la que se genera en el país, no sale por vía aérea, uno por términos económicos y dos porque es muy grande o pesada para llevarla en avión. Entonces, normalmente los puertos secos y centros logísticos del puerto de Guayaquil, el puerto de Manta, el puerto Esmeraldas, cualquier otro puerto seco que te encuentres dentro del país genera o mueve productos industriales que son grandes y que se mueven normalmente por tierra o por barco. Entonces, habría que ver también qué producción se puede sacar, como te digo, tal vez la producción agrícola, pero no sé si la producción agrícola tenga que pasar necesariamente por un puerto seco.

### **Orador 1**

¿Cómo evaluaría la calidad y eficiencia de las carreteras y vías de acceso existentes desde el posible nuevo aeropuerto de Cuenca hacia la zona propuesta para el puerto seco? Y, ¿Qué medidas considera necesarias para mejorar la conectividad vial hacia el puerto seco en el Austro ecuatoriano?

### **Orador 2**

Como te decía, no soy de aquí, entiendo que está cerca pero no sé si es que habrá una vía expresa o no. Yo creo que ahorita por la ubicación, tal cómo te digo, el nuevo aeropuerto puede ser una solución, pero va a ser una solución de largo plazo, no es una solución que se va a dar en dos, tres, cuatro o cinco años. Entonces eso tendríamos que analizarlo, tal vez con la ubicación actual del aeropuerto, y yo entendería que en términos

generales, las vías hacia Cañar están bien y no van a tener ningún inconveniente. Pero, lo que sí habría que considerar es que si se va a mover carga en volúmenes grandes, que como te explicaba antes, va a ser bien complicado para este aeropuerto manejar, no tendríamos mucho inconveniente más allá de los horarios de movimiento que pueda tener o la restricción que puedan tener los carros pesados para ingreso a la ciudad. Habiendo dicho todo lo que te contaba de las restricciones, tampoco se puede descartar una empresa que quiera hacer carga con aviones pequeños y los adapte para hacer carga y puedan salir con carga llena, pero para eso necesitarás un proyecto que involucre puerto seco, consolidadora y paletizadora dentro del aeropuerto.

#### **Orador 1**

¿Tiene Usted alguna información del avance de la creación del nuevo aeropuerto internacional en la ciudad de Cuenca? En el caso de que su respuesta sea positiva, ¿podría brindarme más información?

#### **Orador 2**

A ver, no te puedo decir mucho porque nosotros o esta administración lo que ha hecho es, digamos que poner en marcha todo lo que anteriormente se ha soñado. La ciudad de Cuenca tiene largo tiempo esperando por un nuevo aeropuerto, pero está paralizado 8 años con un estudio de emplazamiento que te dice puede ser en una zona específica y aquí entra una pista, pero nadie se le ocurrió hacer los estudios necesarios para ver si es que la zona que se propone es o no viable para un aeropuerto. Entonces, lo que hemos hecho nosotros es digamos que poner la primera piedra en un aeropuerto, estamos trabajando con Guayaquil, trabajamos con el aeropuerto de Quito en términos de apoyo técnico, pero específicamente el municipio de Guayaquil nos va a donar la planta meteorológica que usaron ellos para sus estudios en el Daular, para que nosotros podamos iniciar la medición y los estudios meteorológicos que son necesarios para la implementación del nuevo aeropuerto. Estos estudios son demasiado importantes, específicamente en un proyecto de nuevo aeropuerto, porque te van a decir la viabilidad real de operar en esa zona, es decir, te va a decir si es que la zona es muy nublada, no muy nublada, si a pesar de ser nublada se puede operar, en qué dirección se mueven los vientos, en qué dirección debe estar direccionada la pista, habrá que ver si es que entra o no entra como se tenía planificado, y un montón de datos meteorológicos que te van a decir, sabes que aquí sí se puede operar, pero se puede esperar con tales restricciones, que es como lo que pasó en Quito, en Quito pasó eso hicieron el estudio meteorológico, les dijeron sí se puede operar, pero necesitas todas estas ayudas técnicas y tecnológicas para que puedas operar las veinticuatro horas. Entonces, a Quito le tocó hacer una inversión gigante para poder operar las veinticuatro horas y no tener problemas o garantizar la seguridad básicamente. Entonces es súper importante tener estos estudios, pero estos estudios pueden demorar entre tres a cinco años, no son estudios rápidos porque necesitamos condiciones o necesitamos un volumen supergigante de datos para poder determinar en realidad las condiciones reales del aeropuerto. Entonces estamos poniendo esa primera piedra que será instalar la planta, esperamos hacerlo lo más pronto posible y estamos buscando a alguien que pueda hacer el estudio meteorológico, garantizando la calidad de los datos. Entonces, para eso estamos buscando el apoyo de una empresa, que es del MIT, de Estados Unidos, de Massachusetts Institute of Technology, que se llama MITRE, y con ellos queremos trabajar para que ellos sean los que nos procesen los datos y como son los líderes mundiales en este tipo de proyectos. Entonces estamos calificando el nuevo proyecto nuevo aeropuerto de Cuenca para que esta empresa nos acepte como como proyecto.

#### **Orador 1**

¿Hay algún otro aspecto relevante que desee agregar sobre la importancia de la conectividad aeroportuaria para el éxito del puerto seco en esta zona?

#### **Orador 2**

Lo que sí nos puede ayudar un montón va a ser, el puerto seco puede ser de gran ayuda no solo para la zona del austro, sino para el norte de Perú también o podríamos buscar mercado también en esa zona y para eso va a ser muy importante lo que el aeropuerto, en su plan de internacionalización pueda hacer en términos de conectividad, como te decía. En términos de llevar o trasladar carga desde el puerto seco al aeropuerto y del aeropuerto a otros lados, el aeropuerto tiene muchas limitaciones técnicas, pero si yo tengo las rutas necesarias, el puerto seco podría conectarse con el norte de Perú en términos comerciales o en términos digamos, de reuniones de visitas y todo así en términos de conectividad para poder desarrollar nuevos negocios para el puerto seco. Entonces, en ese sentido, nosotros sí podemos trabajar de la mano con el puerto seco e ir desarrollando las rutas que se consideren necesarias para fomentar el comercio.