

Supplementary Material

Lessons from the ITAIPU Binational Power Plant in South America: A Negotiation Framework for Transboundary Hydropower Governance

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Supplementary Table S1 provides an overview of the profiles of the experts interviewed during the course of this research.

Supplementary Table S1. Profiles of experts interviewed as part of the research project.

#	Interviewee	Organization	Type of Organization	Country
1	Former Director General	ITAIPU	Binational*	Paraguay
2	Former Director General	ITAIPU	Binational*	Paraguay
3	Former Minister	CONACyT	Government	Paraguay
4	Former Board Member	ITAIPU	Binational*	Paraguay
5	Former Chief Negotiator	ITAIPU Staff	Government	Paraguay
6	Former President	ANDE	Government	Paraguay
7	Former Legal Advisor	ANDE	Government	Paraguay
8	Professor	University	Government	Brazil
9	Former Director General	ITAIPU	Binational*	Brazil
10	Former International Relations Chief	Ministry	Government	Brazil
11	Ambassador	Ministry	Government	Brazil
12	Former Vice-Minister	Ministry	Government	Brazil
13	Former Minister	Ministry	Government	Brazil
14	Former President	FCCSA**	Government	Brazil
15	Former Chief Executive Officer	Petrobras	Government	Brazil
16	Former Minister	Ministry	Government	Brazil
17	Former Board Member	ITAIPU	Binational*	Brazil
18	Former Electric Integration Coordinator	GESEL	Government	Brazil
19	Former Chief Technical Officer	ITAIPU	Binational*	Brazil
20	Former Minister	Ministry	Government	Brazil
21	Former Director General	ITAIPU	Binational*	Brazil
22	Former Director General	YACYRETA	Binational	Argentina
23	Former Ministry of Energy and Mining	YACYRETA	Government	Argentina
24	Former Secretary of Energy	YACYRETA	Government	Argentina
25	Former Representative to CARI	CARI	Government	Argentina
26	Former Director	YACYRETA	Binational	Argentina
27	Former Representative to COMIP	COMIP	Government	Argentina
28	Former Member of the MERCOSUR	MERCOSUR	Government	Argentina
29	Former Director, EBISA	EBISA	Government	Argentina

*Government (Binational)

** Federation of Chambers of Commerce of South America

Supplementary Table S2 shows the results of the analysis of the interviews, the Lessons Learned Chart

Supplementary Table S2. Lessons Learned Chart*.

#	POLICY DECISION MAKING
1	Definition of precise objectives and goals of the national position, through clear instructions from the highest authority of the country.
2	Taking advantage of the favorable political situation.
3	Personal leadership of government leaders on crucial and difficult-to-consensus (conflictive) issues.
4	Formation of an appropriate negotiating team with robust multidisciplinary technical advice.
5	Establishment of resilient state policies and directives in the face of political and geopolitical transitions.
	STRATEGY PLANNING
6	Presentation at the negotiating table of clear proposals that reflect the national position, with the appropriate technical and/or political foundations.
7	The consideration of geopolitical and historical aspects related to the projects in the preliminary analysis phase of the national position must be clearly considered.
8	Involvement of government agencies in studies and analyses prior to decision making.
9	Anticipated management of conflicts with stakeholders (affected).
10	Prior analysis of the consequences and impacts on the country of the possible results of the negotiations.
11	Take advantage of cordial personal relationships to conduct preliminary surveys on issues to be negotiated.
	IMPLEMENTATION OF STRATEGIES
12	In topics of high technical content, restrict discussions to the technical area.
13	Drafting of international agreements in precise, clear and forward-looking language.
14	Leverage international business alliances for technical growth and management improvement of national companies.
15	Promotion of strategic business alliances at the national level to improve the capacity to face major challenges
16	Reduction of business risks in the contracting of works and services (solid consortiums).
17	Clear definition of technical and commercial regulations and procedures.
18	Joint and agreed search for the efficient use of resources in works and services contracts.
	MONITORING EVALUATION OF STRATEGIES AND RESULTS
19	Monitoring and evaluation of the progress and results of the negotiations.
	COMMUNICATION AND SOCIAL PARTICIPATION
20	Definition of a communication strategy for public opinion on the process and results of the negotiations.
21	Establishment of participatory mechanisms to facilitate consensus building on national positions.

* Based on interviews with key informants from government, academia and civil society, focusing on water resources negotiations and national policy strategies.