The World Bank
Modernization and Innovation for Better Public Services in Argentina (P157136)

Project Information Document/
Integrated Safeguards Data Sheet (PID/ISDS)

Concept Stage | Date Prepared/Updated: 08-Dec-2016 | Report No: PIDISDSC18224

BASIC INFORMATION

A. Basic Project Data

Country	Project ID	Parent Project ID (if any)	Project Name
Argentina	P157136		Modernization and Innovation for Better Public Services in Argentina (P157136)
Region	Estimated Appraisal Date	Estimated Board Date	Practice Area (Lead)
LATIN AMERICA AND CARIBBEAN	Dec 19, 2016	Feb 21, 2017	Governance
Lending Instrument	Borrower(s)	Implementing Agency	
Investment Project Financing	Argentine Republic	Ministry of Modernization	

Financing (in USD Million)

Financing Source	Amount
Borrower	8.90
International Bank for Reconstruction and Development	80.00
Total Project Cost	**88.90**

Environmental Assessment Category	Concept Review Decision
C-Not Required	Track II-The review did authorize the preparation to continue

Other Decision (as needed)

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B. Introduction and Context

Country Context

After taking office in December 2015, the new Argentine Government moved with significant speed to implement reforms. The Government has rapidly implemented various macroeconomic reforms and initiated a program of structural reforms. These include (a) the elimination of export taxes on major crops, beef, and most industrial manufacturing products and the reduction by 5 percent of export taxes on soy; (b) unification of the exchange rate, effectively ending most foreign exchange restrictions; (c) moving from a system of discretionary to automatically provided import licenses in line with World Trade Organization procedures; (d) resolution of the dispute with holdout creditors; and (e) measures to enhance public transparency and accountability. In addition, the National Institute for Statistics launched a new inflation index and improved the overall quality of statistics. Electricity tariffs and transport

fees were increased to reduce subsidies, while protecting low-income users with a social tariff. Broader efforts to reduce energy subsidies (which account for a large portion of fiscal deficit) are under way.

Economic activity is projected to contract in 2016, before growth accelerates in 2017 as the positive impact of the recent policy changes kicks in and the global economy recovers. Argentina is in the midst of a costly transition to a more sustainable macroeconomic framework. Economic activity will decline by an estimated 2.4 percent this year, taking a toll on labor markets, where 92,000 formal private sector jobs were lost since October 2015 (1.5 percent of total employment). Inflation is running high (estimated at about 40 percent for 2016), however it has decelerated in recent months after an initial jump due to currency depreciation and the reduction of energy and transport subsidies. Fiscal consolidation faces pressures and will likely be more gradual than originally planned due to lower revenues and increased social spending, including adjustment of pension transfers and the settlement of pension system lawsuits.

The Argentine Government has started to address the key macroeconomic imbalances with the objective of creating an environment conducive to economic growth and employment creation. Argentina offers many opportunities in a weak global environment, and there is a strong interest from foreign investors and firms. Going forward, the country will need to continue building a growth enabling policy framework to enhance credibility and support broad based growth and quality employment. In particular, the following policies will be important to permanently reduce inflation and put Argentina on a sustainable growth path: (a) increase public spending efficiency and reduce the fiscal deficit in line with government targets; (b) continue improving the credibility of the Central Bank and the monetary policy for anchoring inflation expectations; (c) strengthen competitiveness and productivity through an improved business environment and investments in infrastructure and increasing competition in markets and improving the regulatory framework in sectors; (d) continue strengthening the credibility of official statistics; and (e) continue to support better public goods provision and reduce regional disparities (including transportation, health, and education).

Sectoral and Institutional Context

Since entering office in December 2015, the Macri administration has expressed its strong commitment to the state modernization and transparency agendas, putting improved citizen-driven public administration at the center of the Government program. Recognizing the need to further advance on state modernization from a transparent, citizen-centric perspective, in March 2016, the Government of Argentina approved the State Modernization Plan (Decree 434/2016). The plan, which is to be implemented by the recently created Ministry of Modernization (Decree 13, December 10, 2015) under the overall coordination of the Chief of Cabinet Office, aims to achieve a public administration at the service of citizens within a framework of efficient, effective, and good-quality service delivery. The plan's objectives span five axes – Technology and Digital Government; Integrated Management of Human Resources; Results-based Management and Public Commitments; Open Government and Public Innovation; and Digital Country Strategy.

This agenda draws heavily upon the administration's previous successful experience working towards similar objectives between 2009 and 2014 in the Autonomous City of Buenos Aires (*Ciudad Autónoma de Buenos Aires, CABA*). In 2009, the city's administration was paper-based, operating using a variety of outdated and unintegrated systems. Following a comprehensive diagnostic exercise to understand the technical, institutional, and cultural aspects of the existing situation and research into the modernization experiences of other cities, the city administration decided to develop an electronic document management platform designed to meet the city's needs. This work, which made the electronic documents the base, allowed for the creation of a flexible model which helped

develop various workflow modules in areas including public procurement, online services, and online processing of subsidies, among others, linked to the Electronic Generator of Official Documents (GEDO). [1]

Such solutions to centralized challenges in public administration can have important implications for the accessibility and quality of service delivery. Conceptualizing the public sector as a combination of two broad parts –core management systems designed and regulated by central agencies, and the procedures through which services are delivered to citizens and businesses – it is easy to see that the cross-cutting nature of policies and programs requires that both parts work effectively, and in coordination with one another, in order to enable access to effective delivery of public services to citizens. In the case of CABA, by 2014, all of the city's operational processes had been digitized. As a result of this work, the response time for citizens' requests for copies of official documents, for example, was reduced from 72 hours to at most 24 hours (with requests associated with digital files being responded to immediately).[2]

Pending challenges in Argentina point to the need to strengthen both the Government's internal and external processes, as well as the channels through which their efforts can be coordinated, in order to improve its services to citizens and businesses. Lacking centralized and complete administrative data on basic elements like the number of public employees, or, common cross-entity public purchases, even diagnosing challenges in the Government's internal processes is currently complicated. As a result, policy responses are not able to be fully-evidence based and inefficiencies are more likely to persist. Similarly, Government-to-Citizen (G2C) channels – including how citizens interact with the Government to request needed administrative processes (e.g. identification, licenses, permits) or report service delivery issues (e.g. non-functioning streetlights or potholes) as well as how citizens can seek information on the Government's operation and provide feedback –also tend to be complicated and time consuming due to a reliance on often siloed, non-user-friendly, and manual solutions. According to a 2012 report[3], less than half of small and medium enterprise internet users in Argentina used it to access e-government services, with even smaller percentages of respondents using e-services for processes like registering for official government documents (27 percent) or contacting government officials (15 percent). (Such situations do not seem to have improved much in recent years based on recent discussions with Government counterparts.) On the other hand, government procedures themselves seem to show signs of slowness and complexity that could be improved by more automated processing - in 2015, for example, starting a business required 14 processes spanning 25 days (LAC: 8.3 processes, 29.4 days; high income OECD: 4.7 processes, 8.3 days)[4]. Progress to date in improving Government processes has been limited in part due to Argentina's lagging innovation agenda at the national level. Opting for opaque, centrally controlled information management, in recent years, the National Government has prevented itself from learning from the world-class advances made in CABA and fully benefiting from the new wave of innovative approaches to public service solutions.

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[1] Pablo Clusellas, Eduardo Martelli, and María José Martelo. *Gestión Documental Electrónica: Una transformación de raíz hacia el gobierno electrónico en la ciudad de Buenos Aires 2009-2014,* Autonomous City of Buenos Aires: Government Secretariat of the City of Buenos Aires, 2014.

[2] Clusellas et al, 2014.

[3] McKinsey and Company, *Online and upcoming: The Internet's impact on aspiring countries*, January 2012, Olivia Nottebohm, James Manyika, Jacques Bughin, Michael Chui, and Abdur-Rahim Syed. <http://www.mckinsey.com/industries/high-tech/our-insights/impact-of-the-internet-on-aspiring-countries>.2011 McKinsey Survey of 300 SMEs in Argentina

[4] World Bank Group, Doing Business 2016: Measuring Regulatory Quality and Efficiency, October 27, 2015, < http://www.doingbusiness.org/reports/global-reports/doing-business-2016>

These current challenges are a product of the evolution of Argentina's public administration over the last several decades as the Government worked to modernize the State apparatus. In the early 1990s, the role of the state was redefined through the privatization of state enterprises and the transfer of many basic service provision responsibilities to provincial governments. As a result, total employment in the national public administration fell from more than one million to less than 280,000, and the budget share directly under the responsibility of the national government fell by more than half to less than 30 percent. However, the speed at which these changes occurred did not allow for the needed adjustments to the administration's internal organization and coordination mechanisms. Since then, over the last fifteen years, various efforts, with the support of the Bank, have been made to carry out the required adjustments. Led by the Chief of Cabinet's Office, efforts in the early 2000s laid out an ambitious and comprehensive reform agenda for the modernization of the national public administration. However, following the economic and political crises in late 2001 and the corresponding political and institutional instability they induced, the scale of objectives needed to be adjusted. By 2005, the Government had adopted an approach of "strategic incrementalism" to state modernization, within which focus was placed on the implementation of specific management tools and the modernization of selected agencies with the goal of generating future demand for further reforms through demonstration effects.

As a result of this work, important advances were made. With the support of the World Bank financed State Modernization I (P057449) and II (P101170) Projects, several public sector management tools were strengthened through an incremental approach, and the process of generating inter-ministerial support initiated. Achievements under the more recently closed State Modernization II operation included the piloting and use of a Ministerial Goals Dashboard by 18 national ministries and agencies, the strengthening of the Citizen Charter Program, and the development of the Digital Files for the Public Administration platform, which introduced the capability to design inter-entity government-to-citizen services, and by June 2015 had five fully automated procedures developed.

However, the horizontal diffusion of reforms proved to be more challenging than expected and, while supporting mechanisms that allow for citizen engagement, the model did not fully incorporate the citizen as an integral part of the public administration modernization process. Frequent changes in the overall strategy resulting from uneven political commitment meant that by 2015, the absorption of previously developed modernization tools was asymmetrical – requiring the investment of significant political capital to nudge ministries and agencies to adopt changes – and that reforms had not prioritized transparency or access to information. As a result, key central public management solutions were not fully deployed or adopted across the government, thereby limiting their positive impact on Government efficiency and leaving citizens without the information needed to fully participate in and contribute to the policy-making process. Moreover, with limited exceptions such as CABA, emphasis was not placed upon promoting innovation as a source of solutions to public challenges.

The Macri administration's new emphasis on improving citizen-centered public administration through the broad deployment of e-government and open government principles offers the opportunity to overcome the coordination and absorption challenges faced by previous modernization efforts. As detailed below, the current Project aims to support work in this area by prioritizing the achievement of well-defined results that will ultimately translate these advances into visible improvements in the transparency and efficiency of Government internal processes, which in turn will help enhance quality and accessibility of the services provided by the Government.

Relationship to CPF

The FY2015-2018 Country Partnership Strategy (Report No. 81361-AR, discussed by the Board on September 9, 2014) commits to a cross-portfolio approach to governance that addresses the underlying issues that lead to implementation problems and problems with public service delivery, highlighting support to updating regulations, developing institutional transparency, and improving capacity-building programs for public servants. The proposed Project's focus on the development and implementation of innovative transversal public sector management reforms is aligned with the CPS's goal of addressing the underlying issues that lead to problems with implementation and public service delivery. The proposed vertical implementation supported through a results-based approach that incentivizes their adoption is also aligned with the shift in operational modalities sought under the current CPS, which targets "…moving from a focus on input-based IT systems toward engagement that provides incentives for service delivery for the poor and vulnerable population."

C. Proposed Development Objective(s)

To improve the quality and accessibility of government services and enhance transparency in the public administration.

Key Results (From PCN)

Successful achievement of the **PDO** above will be measured with the following outcome level indicators:
 (a) Improved user satisfaction with government services for a predetermined set of services (measured through targeted surveys)
 (b) Number of users registered on the argentina.gob.ar portal using the Citizen Digital profile
 (c) Improved performance in the Open Data Barometer Index

In addition, the project will focus its attention on delivering and measuring achievement of results in selected priority areas chosen based on their relevance, demand, and strategic importance to the Project's PDO as well as their ability to be achieved during implementation. Progress observed in each of these priority areas will, in turn, be used to trigger a portion of disbursements through Disbursement Linked Indicator (DLI) mechanisms.

D. Concept Description

The proposed operation aims to support the Government's implementation of its new State Modernization Plan by building upon lessons learned from the past State Modernization projects, and using technological advances and open government principles successfully implemented in the City of Buenos Aires. Working backwards from the goal of providing more access to and better quality services through service improvements that increase the efficiency and transparency of the public administration, the proposed operation is designed to develop and strengthen the cross-cutting administrative and management platforms that provide the shared and standardized management tools

needed to do so, supported by accompanying technological infrastructure and enabling reforms that ensure standardized, reliable and secure information. Within this structure, the improved services to be offered represent the most visible place in which the results of the reform will appear, but in fact, they represent only the *tip of the iceberg* in terms of the advances in tools and data that will make these results possible.

Specifically, the Project is proposed to consist of three components which together will ultimately contribute to increased transparency and efficiency in Government internal processes, and better quality and access of services to citizens. The proposed lending instrument is an investment project financing (IPF) spanning four years. Traditional input-based financing is planned support the needed technological infrastructure, development and adaptation of critical public management platforms, and technical assistance and capacity building for reform management; and results-based financing through the use of Disbursement Linked Indicators (DLIs) is planned to capture the implementation of selected key public management tools and the impact of their downstream use.

Component 1. Improvements in Service Delivery to Citizens, Businesses and Government

This component aims to support transparency, efficiency, and innovation in the public administration through the implementation and effective use of improved services to citizens, business, and government agencies at the national and subnational levels. Such improvements would initially be prioritized in a set of selected result areas, as a final step in translating advances in public management solutions (platforms and tools to be developed under Component 2) into enhanced transparency, access, and quality of public services. The selection of the priority areas will be based on their relevance, demand, and strategic importance to the Project's PDO as well as considerations of their consolidated impact on public services. Progress achieved in the selected areas will be an important step in generating support for future expansion of similar improvements into other sectors and services across the administration.

The following subcomponents are planned:

Subcomponent 1.1 - Improvements in Government-to-Citizen (G2C) and Government-to-Business (G2B) services: This subcomponent will support results in the quality, access, and transparency of selected citizen and business services at the national and subnational levels, and is expected to include a focus on redesigned digital services for citizens, expanded online services for small and medium enterprises (SMEs), as well as work to computerize the civil registry in the Province of Buenos Aires. In addition, this subcomponent is also expected to contemplate support to a set of other pilot interventions in government-to-citizen services (G2C).

Subcomponent 1.2 - Improvements in Government-to-Government (G2G) services: This subcomponent will support results in the improvement of the efficiency and transparency of internal government services through the expansion of framework agreements through the centralized e-procurement system to be deployed under Component 2 and electronic processing and analysis of public employees' financial declarations, which are expected to have broad implications across the national administration. This subcomponent also contemplates support to pilot interventions in other government-to-government services at the subnational level.

Component 2. Strengthening of Cross-Cutting Public Sector Management Systems and Platforms

This component aims to support the Ministry of Modernization in the development and streamlining of the content and processes of key public management systems required to simplify and improve processes that will ultimately contribute to improved and more transparent service delivery. Three cross-cutting systems and a cross-cutting

platform have been identified as the building blocks of the renewed public administration. First, support will be provided to the development of three core back-office public management systems to be adopted across the national public administration - performance management, public procurement, and human resource management - to be supported under Subcomponents 2.1, 2.2 and 2.3. These advances will be further re-enforced by the development of the open data, open government, and innovation platforms supported under Subcomponent 2.4, thereby ensuring that there is a well-functioning feedback loop between society and the government as well as enhanced transparency mechanisms across the various functions in the public administration.

The following subcomponents are planned:

Subcomponent 2.1 – Performance Management System: In order to strengthen the Government's Management-by-Results orientation, this subcomponent would support the development of a Performance Management System by: (a) developing a two-level strategic planning methodology that provides parameters and guidance for strategic planning and monitoring to line-ministries, and monitoring methodologies and protocols for resolving implementation issues to the center of government (the Chief of Cabinet Office supported by the Ministries of Finance and Modernization); (b) designing and developing a software application to support the operation of a customized dashboard to be used by each ministry according to their needs, as well as an aggregated dashboard to be used by the center of government for the purpose of monitoring and informing interventions in selected priority areas; and (c) the deployment of both the methodology and dashboards through a participatory and gradual implementation process involving central and line ministries.

Subcomponent 2.2 –Electronic Procurement System: This subcomponent will support: (a) implementation of an updated electronic public procurement system across the 98 purchasing units in the central government, upgraded and adapted from the e-procurement system successfully implemented in the City of Buenos Aires; (b) training to personnel responsible for public procurement and the creation of a help-desk; and (c) elaboration of a National Procurement Strategy which will include market analysis, opportunities for innovation, and development of policy options to further improve practices in public procurement and contract management for goods and services, and public works.

Subcomponent 2.3 –Human Resource Management System: This subcomponent aims to support the implementation of modern human resource (HR) management practices and systems through: (a) implementation of a human resources management system that leverages electronic document management, automated workflows and business intelligence systems, (which will also allow for improvements in additional HR systems such as attendance and performance management); (b) harmonization of payroll systems across the twenty two central government ministries plus selected decentralized entities; (c) a workforce planning exercise to analyze each agency's stock of human capital, establish its business needs and design action plans to reach those optimum levels; and d) investments in developing the Government's top management cadre, initially at the federal level and subsequently at the subnational level. This effort will focus on developing both management and technical competencies as well as on promoting a shared vision of the Government's strategic goals and a shared set of values, including service excellence, ethics, transparency and integrity.

Subcomponent 2.4 –Open Government, Open Data, and Innovation Platforms: This subcomponent will support innovation and openness in the national and subnational public administrations based on the proactive application of the open government, open data and open innovation principles. Through the elaboration of an institutional framework that promotes these principles, it will support transparency by facilitating access to public data in open formats, citizen participation, and multi-stakeholder collaboration aimed at finding innovative solutions to public

sector challenges. Specifically, this subcomponent will include: (a) activities to strengthen the National Open Data Initiative, and promote the use and re-use of public data; (b) activities to support Argentina's Open Government Strategy, including targeted technical assistance to critical commitments under the Open Government Partnership; (c) activities to promote a culture of innovation across the public sector including the development of Gob Lab, a safe environment for the Government and civil society to convene and engage in seeking innovative solutions to specific public challenges; and (d) the generation, testing, and implementation of innovation processes in which a wide spectrum of stakeholders collaborate to identify public sector challenges and propose solutions to address them. This subcomponent will also include pilots that support public innovation activities at the city level.

Component 3. Enabling Technology and Reform Management

This component aims to support the Government in specific investments required to enable the successful development and implementation of the modernized transversal management systems and public management solutions by ensuring that information is standardized, reliable and secure. The three-fold purpose of this component is to develop a change management strategy to support the implementation of the various project innovations and reforms; to establish a modern, centralized information management (eDMS) and information technology (IT) services structure within the government; and to expand the capacity and consolidate a state-of the-art data processing center following international good practices and standards.

The following subcomponents are planned:

Subcomponent 3.1 – Change Management Strategy: This subcomponent will support the development and implementation of a comprehensive and centrally managed change management and communication strategy, which will include the following activities: (a) preparation of a high level risk assessment to identify the potential areas of resistance to the Project in order to prioritize interventions and to develop a well-targeted change management plan; (b) execution of specific stakeholder analyses for each of the prioritized areas geared at identifying potential sources of resistance as well as reform champions; (c) preparation of change management plans for the program as a whole and for each of the individual components; (d) development and implementation of a comprehensive communication strategy; (e) development and implementation of targeted training programs for stakeholders at various levels; and (f) support to overall Project management.

Subcomponent 3.2 – Electronic Document Management Platform and Information Services: This subcomponent will focus on: (a) activities to adopt the electronic workflow management platform as the core technology on top of which new and modern digital services (G2G, G2B and G2C) are going to be implemented, including adaptation and implementation of the electronic document management ecosystem (eDMS) and training on the use of the platform for government officials across the administration; (b) implementation of electronic ID authentication mechanisms and the expansion of the digital signature to a wider number of users; and (c) installation of a data warehouse and business intelligence tools to enable the Government to store and exploit the data generated through digital services.

Subcomponent 3.3 – ICT Infrastructure: This subcomponent will support the expansion of ARSAT's capacity to respond to increased data processing and storage demands due to the implementation of the State Modernization Plan. Tasks under this subcomponent will include: (a) enhancements to ARSAT's capacity to host ICT services for government agencies; (b) expansion of the IT capacity of the secondary center in Tucuman to strengthen business continuity services; (c) establishment of a Center of Emergency Response Team (CERT) to provide cyber-security

services; and (d) provision of technical assistance across government institutions to support the effective provision of ARSAT's services.

SAFEGUARDS

A. Project location and salient physical characteristics relevant to the safeguard analysis (if known)

Project activities will be primarily concentrated at the national level of government, in Buenos Aires. A small number of activities (e.g. piloting of subnational public management platforms) are planned in selected provinces and municipalities to be identified during Project implementation. Additionally, work to computerize the civil registry in the Province of Buenos Aires is planned.

B. Borrower's Institutional Capacity for Safeguard Policies

Given the Ministry of Modernization's recent establishment within the Government, specifics related to its institutional capacity for safeguard policies will be assessed during preparation.

C. Environmental and Social Safeguards Specialists on the Team

Tuuli Johanna Bernardini, German Nicolas Freire

D. Policies that might apply

Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/BP 4.01	No	The Project is rated as Category C for environmental assessment purposes consistent with the provisions of OP 4.01. It does not trigger the policy as its likely environmental impacts have been screened to be limited due to the type and scope of the activities to be financed. The ICT infrastructure investments planned under Subcomponent 3.3 will complement existing equipment at the National Data Center and the secondary center in Tucuman, and establish the CERT, all hosted by ARSAT. Said investments will not imply civil works as the existing ARSAT buildings have the necessary space to locate the new ICT equipment. The latter will not replace, but complete existing equipment that ARSAT has purchased and still has years of useful life ahead. The ICT equipment purchased and to be purchased is and will be of the latest and most energy efficient type, and ARSAT equips and manages the National Data Center overall

		with environmentally efficient lightning and cooling systems. The Project will support ARSAT to develop and implement environmentally friendly ICT management protocols that include proper disposal of outdated equipment and hardware. Overall, ARSAT manages critical, top-quality security systems in the related buildings, and is interested in taking advantage of the Project to expand said systems to cover wider quality management in terms of environmental efficiency; furnish the National Data Center as a model building of modern management systems.
Natural Habitats OP/BP 4.04	No	OP 4.04 is not triggered as none of the planned Project activities imply impacts on natural habitats of any type.
Forests OP/BP 4.36	No	OP 4.36 is not triggered as none of the planned Project activities imply impacts on forests or communities whose livelihoods depend on forests.
Pest Management OP 4.09	No	OP 4.09 is not triggered as the planned Project activities imply no direct or indirect purchase nor use of pesticides or other agrochemicals.
Physical Cultural Resources OP/BP 4.11	No	OP 4.11 is not triggered as none of the planned Project activities imply impacts on any type of physical cultural resources.
Indigenous Peoples OP/BP 4.10	Yes	Given that some Project activities (e.g. those related to Open government at the national level, and the civil registry in the Province of Buenos Aires) have the potential to impact indigenous peoples, OP 4.10 has been triggered. The primary objectives of triggering the Indigenous People's Policy are to ensure that: (i) indigenous people groups are afforded opportunities to participate in planning that affects them; (ii) opportunities to provide such groups with culturally appropriate benefits are considered; and (iii) any project impact that adversely affect them are avoided, or otherwise minimized and mitigated. Since specific activities have not been defined yet, the Project will prepare an Indigenous Peoples Planning Framework which will be consulted with key indigenous peoples stakeholders at the national level before Appraisal.
Involuntary Resettlement OP/BP 4.12	No	OP 4.12 is not triggered, Given the characteristics of the Project it is not expected that any activities will

		imply neither physical and/or economic displacement process, nor any other impact considered as Involuntary Resettlement under this Policy.
Safety of Dams OP/BP 4.37	No	OP 4.37 is not triggered as the planned Project activities do not include construction/rehabilitation of dams nor other interventions which rely on the performance of existing dams.
Projects on International Waterways OP/BP 7.50	No	OP 7.50 is not triggered as the planned Project activities will not be conducted in or influence international waterways.
Projects in Disputed Areas OP/BP 7.60	No	OP 7.60 is not triggered as the Project will not be implemented in areas known to involve disputed areas.

E. Safeguard Preparation Plan

Tentative target date for preparing the Appraisal Stage PID/ISDS

Nov 28, 2016

Time frame for launching and completing the safeguard-related studies that may be needed. The specific studies and their timing should be specified in the Appraisal Stage PID/ISDS

The PIU will prepare an Indigenous Peoples Planning Framework that will be consulted with the National Institute of Indigenous Affairs and other Indigenous Peoples stakeholders before Project Appraisal.

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APPROVAL

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