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**DOCUMENT OF THE INDEPENDENT CONSULTATION
AND INVESTIGATION MECHANISM**

2021 WORK PROGRAM AND PROPOSED BUDGET

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Glossary

ACP	Administrative Services, Security, and Corporate Procurement Division of the IDB Group.
BDA	Budget and Administrative Services Department of the IDB Group.
BUFIPOL	Budget and Financial Policies Committee of the IDB.
CLC	Complementary Labor Costs.
CNS	Full-Time Consultant modality under Policy AM-650
COF	Country Office.
CW	Complementary Workforce.
DTC	Defined Term Contractual.
HC	Head Count, term used to identify staff hired as full-time employees.
HRD	Human Resources Department of the IDB Group.
IAMs	Independent Accountability Mechanisms of International Financial Institutions.
IDB	Inter-American Development Bank.
IDB Group	Composed of the IDB, IDB Invest, and IDB Lab.
IDB Invest	Formerly the Inter-American Investment Corporation.
IDB Lab	Formerly the Multilateral Investment Fund.
IIC	Inter-American Investment Corporation, now IDB Invest.
ITE	Information Technology Department of the IDB Group.
MICI	Independent Consultation and Investigation Mechanism of the IDB Group.
MICI-IDB Policy	The Policy of the Independent Consultation and Investigation Mechanism of the IDB (document MI-47-6). The Policy, which was approved by the Board of Executive Directors on 17 December 2014, has been in force as of that date and was revised in December 2015 to ensure consistency with the MICI-IIC Policy.
MICI-IIC Policy	The Policy of the Independent Consultation and Investigation Mechanism of the IIC (document CII/MI-1-1), which was approved on 15 December 2015, has been in force as of January 2016.
NLC	Non-Personnel Costs.
OVE	Office of Evaluation and Oversight of the IDB Group.

Parties	The Requesters, Management, the Borrower and/or the Client, if applicable; in accordance with the definition contained in the MICI-BID and MICI-IIC Policies
PEC	Policy and Evaluation Committee of the IDB's Board of Executive Directors
Region	Latin America and the Caribbean
ROP	Relevant Operational Policies
SLC	Staff Labor Costs

Introduction

This document presents the proposed 2021 MICI Work Program and Budget for the IDB and IDB Invest for consideration and decision by the relevant committees of the Boards of Executive Directors of both institutions. The proposal was prepared in accordance with the MICI-IDB and MICI-IIC Policies (documents [MI-47-6](#) and [CII/MI-1-1](#) respectively) as well as the formulation guidelines set out in the BDA document “ Instructions for 20201 Budget Formulation and Execution” ([link](#)).

The Program and the Budget reflect the particular circumstances of 2021, which differ from those of other years and which affect the normal functioning of the Mechanism, most notably:

- i)* An operation under the COVID-19 health emergency that has required—and will continue to require throughout 2021—flexibility and adaptability to adjust normal MICI activities to changing circumstances to fulfill the Mechanism’s mandate.
- ii)* The upcoming appointment of a new MICI Director.
- iii)* The end of most of the active Full-time Consultants’ contracts (CNS and DTC) once the time limits established in Policy [AM-650](#) have been met, with no possibility of rehiring them under similar conditions.
- iv)* OVE’s current MICI evaluation process which, depending on its findings and recommendations, may require a potential revision of the MICI-IDB and MICI-IIC Policies or other institutional adjustments
- v)* Operational changes at IDB and IDB Invest, particularly with the new safeguards’ frameworks for both.

The different sections of this document detail the proposed actions to be carried out throughout 2021 to comply with MICI’s mandate, considering the situation described above. As provided in the MICI-IDB and MICI-IIC Policies, the Mechanism will report quarterly to both Boards on the execution of the approved budget through the Financial and Activities Reports.

This proposal is submitted to the Boards of Executive Directors of the IDB and the IIC for decision as follows:

Action requested of the IDB Board of Executive Directors

The IDB Board of Executive Directors is asked to consider and approve the 2021 Proposed Work Program and the Budget required for its implementation.

Approval is also sought for the creation of two (2) new staff positions (HC) for Request Management, with the elimination of the respective consultancies, corresponding to Case Officers positions, one for the Consultation Phase and the other for the Compliance Review Phase.

This measure is intended to address a need that the Mechanism has been facing in terms of strengthening the case management function, which, with the exception of the two Phase Coordinators, is based on hiring temporary consultants with non-renewable contracts. This strengthening process began in April of this year with the Board of Executive Directors' interpretation of the MICI Policy regarding the hiring periods for the Consultation Phase and Compliance Review Phase Coordinators. The Board confirmed that there would be no limitation on the renewal of their contracts and that this is determined by the MICI Director based on the employees' performance, as is the case with any other staff position in the Group ([PED/20/08](#)). However, the MICI considers that this single action does not completely solve the problem that arises in 2021 regarding the departure of personnel.

Action requested of the Board of Executive Directors of the IIC

The Board of Executive Directors of the IIC is asked to approve the 2021 Proposed Work Program and the Budget required for its implementation.

The 2021 Work Program and Proposed Budget – Main Points

Request Management

24 Requests expected to be managed in 2021

- **12** new to be received - (10 for IDB; 2 for IDB Invest)
- **12** actives carried over from the previous year - (9 from IDB; 3 from IDB Invest)

Learning

- Issuance and presentation of two (2) Technical Notes of the program MICI Reflections on the following topics: The Registration and Eligibility Stages; Lessons Learned of the Compliance Review Phase.
- Brief notes on experiences in specific cases and topics.

External and Internal Outreach

- External outreach activities diversifying actors and prevailing the use of digital tools.
- New projects to diversify audiences: redesign of the MICI website and its Public Registry, a learning tool on MICI, among others.
- Updating of outreach materials and MICI's communications strategy.

Institutional Strengthening

- Human Resources
 - New MICI Director
 - Request for two new staff positions
- Development and execution of a plan to implement OVE's recommendations.
- Adjustments regarding the modernization of the IDB Group's safeguards policies.
- Training and knowledge exchange activities within the Group on relevant topics such as: handling cases with risks of reprisals, the use of information technologies, conflict resolution tools.

Proposed IDB Budget

Total Budget: **US\$2,696,929** (3.4% nominal growth / 2% real growth)

Proposed IDB Invest Budget

Total Budget: **US\$603,721** (0% nominal growth / -1.4% real reduction)

I. Results of the 2020 Work Program to Date

- 1.1 2020 has been characterized by the commitment and work to adapt MICI's activities to the diverse challenges of the global health contingency caused by COVID-19 in the different areas of Requests Management, Outreach, Learning and Institutional Strengthening. Undoubtedly, the travel restrictions in the Region created the greatest challenges for a mechanism whose mandate requires close contact with communities and Projects, as well as the guarantee of accessible, predictable, and secure processes. Since the beginning of the emergency, the MICI team has made efforts to minimize impacts on the activities set out in the 2020 Work Program and to meet its goals for the year.
- 1.2 Specifically, with regards to Requests Management, MICI analyzed the situation and pending activities for each case to determine impacts and possible alternatives and developed a plan to continue remote management. Immediate and regular communication with the Parties, particularly with the Requesters and their representatives, was essential to ensure the flow of information and to address questions and concerns about the continuity of the processes. Thus, in both Phases and for the different stages of each one, remote and digital communication procedures were developed for interviews and meetings with the different Parties. As a result, a Guidance Note for Remote Case Management was produced, reflecting the proposals and lessons learned from the early months of management during the pandemic ([link](#)).
- 1.3 At the same time, the document "Proposal for Case Management During the COVID-19 Contingency" was submitted to the Executive Directors for their consideration ([MI-92, CII/MI-26](#)). Once approved, it delegated the authority to MICI to extend deadlines during the contingency without the need to request an extension from the Board of Executive Directors. Under this document, MICI informs the Board of Executive Directors of these extensions through its quarterly financial and activities reports. As of October the 15th 2020, MICI has been asked to extend the deadlines set out in the Policies in just two (2) cases ([MICI-CII-CO-2019-0152](#)¹ and [MICI-CII-GU-2018-0136](#)¹).
- 1.4 Regarding the results of the 2020 Program in terms of Requests Management, as of October 15, MICI has managed a total of 20 Requests (80% of the estimated target for this year), with nine (9) new ones received during 2020 and 11 carried over from previous years. Only one (1) of the new Requests received has been registered and is currently in the eligibility determination process. There have been notable differences between 2020 and other years in terms of complaints received. Indeed, only two (2) of the year's new Requests were submitted in the initial months of the pandemic, with the rest of the new Requests being received in the third quarter of the year and beyond.
- 1.5 With respect to the cases managed in the Consultation Phase, in 2020 we continued to remotely monitor compliance with agreements with the Parties to the five (5) active cases

¹ MICI-CII-CO-2019-0152 in reference to the *Ruta del Cacao* 4G Toll Road Project in Colombia; MICI-CII-GU-2018-0136 in reference to the *Generadoras San Mateo y San Andres* Projects in Guatemala.

in the portfolio at this stage ([MICI-PE-2015-0094](#),² [MICI-BID-HA-2017-0114](#),² [MICI-BID-EC-2018-0131](#),² [MICI-BID-AR-2019-0144](#)² and [MICI-BID-AR-2019-0148](#)²). This year, MICI also opened the first Consultation Phase process for a case involving an IDB Invest operation, which has been managed remotely in its entirety ([MICI-CII-CO-2019-0152](#)²). Lastly, the [MICI-BID-AR-2019-0150](#)² case was closed in the first quarter since Requesters decided not to continue in the MICI process.

- 1.6 In the Compliance Review Phase, the Compliance Review Report for case [MICI-BID-CH-2017-0115](#)² was submitted to the Board of Executive Directors, which accepted MICI's recommendations and asked Management for an Action Plan for their implementation, which was approved in the fourth quarter of the year. Also in 2020, in case [MICI-BID-PR-2016-0101](#),² the Board of Executive Directors approved Management's Action Plan for MICI's recommendations approved in December 2018. In both cases, the Mechanism began to monitor Management's Action Plans for the first time under the current Policy. Investigations continued during this year in cases [MICI-CII-GU-2018-0136](#)² and [MICI-CII-CO-2018-0133](#),² adapting to the circumstances of the health emergency in order to keep making progress.
- 1.7 As for Learning and Outreach activities, in-person sessions planned for the rest of the year were transformed into virtual sessions when this has been feasible, and alternatives have been sought to generate new products or forms of dissemination in coordination with civil society organizations. However, several activities organized by third parties have been postponed or cancelled, which has had consequences on the goals originally set.
- 1.8 This year also marked the tenth anniversary of the approval of the first MICI Policy by the Board of Executive Directors in 2010, and various commemorative activities were held to highlight the outcomes of these ten years of work on the different aspects of MICI's mandate. The most noteworthy of these events were the in-person Conference on Accountability and Dispute Resolution, held in February, and the Seventeenth Annual Meeting of the Accountability Mechanisms, which was held virtually in September and hosted by MICI.
- 1.9 Regarding MICI's Institutional Strengthening, in 2020 the new case management system came into operation in which MICI worked for the last two (2) years with other accountability offices of the IDB Group. This new system will allow an increasing efficiency in the systematization processes, the use and registration of information for the Requests Management and improve the reporting and use of data for decision-making. Additionally, from the beginning of the pandemic, MICI has adopted the measures taken by the IDB

² MICI-PE-2015-0094 in reference to Rural Land Titling & Registration Project in Peru; MICI-BID-HA-2017-0114 in reference to the Productive Infrastructure Program in Haiti; MICI-BID-EC-2018-0131 in reference to the Program for the Reconstruction of Electricity Infrastructure in Ecuador; MICI-BID-AR-2019-0144 in reference to the Productive and Tourism Infrastructure Program for the Province of Rio Negro in Argentina; MICI-BID-AR-2019-0148 in reference to the Reconquista River Basin Environmental Sanitation Program in Argentina; MICI-CII-CO-2019-0152 concerning the Ruta del Cacao 4G Toll Road Project in Colombia; MICI-BID-CH-2017-0115 in reference to the Alto Maipo Hydroelectric Power Project in Chile; MICI-BID-PR-2016-0101 in reference to the Downtown Redevelopment, Modernization of Metropolitan Public Transport, and of Government Offices Project in Paraguay; MICI-CII-GU-2018-0136 in reference to the Generadoras San Mateo y San Andres Projects in Guatemala; MICI-CII-CO-2018-0133 in reference to the Ituango Hydropower Plant in Colombia.

Group, following the instructions and best practices of HRD, ITE, ACP, and other units, regarding hiring adjustments, the possibility of remote work outside assigned locations, and the procurement of materials to allow MICI's team to improve its teleworking experience.

- 1.10 The year 2020 has also included OVE's evaluation of MICI operations under the MICI-IDB and MICI-IIC Policies,³ which is expected to be received before the end of this year.
- 1.11 Finally, 2020 saw two (2) additional human resource developments at MICI. First, the Executive Directors issued a determination regarding the language of the MICI Policy on the hiring periods for the Coordinators of both Phases, as mentioned in the Introduction; second, the Board of Executive Directors has opened the selection process for a new MICI Director following the departure of Victoria Márquez Mees in June, appointing MICI's Compliance Review Phase Coordinator, María Aránzazu Villanueva Hermida, to serve as Acting Director until this process is concluded.

II. 2021 Strategic Vision

- 2.1 For MICI, 2021 is an important inflection point due to the various challenges ahead, both external and internal, which will mark the Mechanism's operations in the upcoming years. Thus, 2021 is presented as an opportunity to work on what has been achieved in the last five (5) years, addressing the various challenges from that experience, but always seeking to improve and maximize contributions to the IDB Group's transparency and accountability. Consequently, we see 2021 as a year in which our main objective will be to set the groundwork for MICI's institutional consolidation stage, ensuring in the process the continuity of the Mechanism's performance in all its management areas and the fulfillment of its mission and mandate.
- 2.2 The external challenges ahead are mainly related to the health emergency caused by COVID-19, which is expected to last throughout this year. For that reason, the 2021 Program considers an operation under pandemic conditions but anticipates the need for a certain degree of flexibility to respond to changes as they occur, and to a possible scenario of a new normality at some point in the year. MICI must be prepared to adapt its processes and activities to whatever situation may arise.
- 2.3 MICI is also facing important internal challenges in 2021. It is expected that the new Director will join the Mechanism in the early months of the year. Therefore, the 2021 Work Program and Budget must once again be able to ensure the continuity of recurring actions and activities in all areas of MICI's work, while also remaining flexible so that the new Director can begin his or her term in the best possible way and with all the available human and budgetary resources.
- 2.4 Also, as has been reported to the Executive Directors in previous years, many of the contracts of the Mechanism's full-time Consultants appointed to Requests Management

³ For more information see the Approach Paper: "Evaluation of the Independent Consultation and Investigation Mechanism," OVE ([RE-542](#)).

will come to an end in 2021. This challenge is particularly important because of the critical role that this resource plays in the proper management of cases in both Phases of the MICI process. Accordingly, this Program offers an analysis and a course of action—in the short and medium-term—which will allow us to meet the imminent challenge while also allowing MICI’s new leadership to decide for subsequent years.

- 2.5 Additionally, the outcomes of MICI’s evaluation by OVE are likely to involve adjustments in the Mechanism’s operation that will require different types of resources to achieve and implement the recommendations. This input will also guide the Boards of Executive Directors in maintaining, adjusting, or modernizing the MICI Policies as they see fit. Various institutional changes within the IDB Group, such as the new Environmental and Social Safeguards Frameworks of the IDB and IDB Invest, will also require the modification of certain MICI activities, including investment in staff training and the adaptation of materials.
- 2.6 Thus, the 2021 Work Program and Proposed Budget outlined below reflects this vision in terms of actions and the need for resources to meet the challenges and make the best use of the particular opportunities of 2021. In the quarterly activity and financial reports, the Mechanism will inform the progress and/or adjustments of these actions and activities to the Executive Directors of the IDB Group.

III. Proposed 2021 Work Program

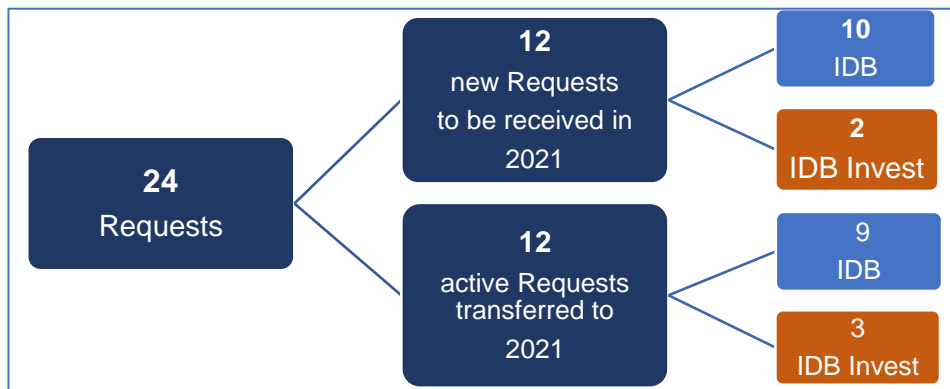
- 3.1 The proposed 2021 MICI Program outlined below has been developed based on the strategic vision described in the previous section and includes activities to be carried out in four (4) areas:
- A. Requests Management
 - B. Learning
 - C. Outreach
 - D. Institutional Strengthening
- 3.2 The Program, which covers all of the IDB Group institutions, presents MICI activities that are common to the three (3) of them, and particular activities that are specific to each. This complementarity is also reflected in the proposed budget, which allocates funding in two areas: (i) that of the IDB, which includes personnel costs and costs associated with activities within the MICI mandate for the IDB and IDB Lab; and (ii) that of IDB Invest, which includes costs associated with the provision of services to this institution by MICI.
- 3.3 Each of these four (4) areas also include a forecast of the impact that the COVID-19 pandemic will have on the Mechanism’s activities and how these should adapt if the 2020 scenario persists—and in view of a possible return to a new normality in 2021.
- 3.4 Accordingly, the following function-specific program and budget proposal is submitted to the IDB Board of Executive Directors through its PEC and BUFIPOL Committees, and to

the Board of Executive Directors of the IIC through its Board of Executive Directors Committee:

A. Requests Management

- 3.5 The proposed 2021 Work Program provides for the management of an estimated total of **24 Requests** during the year: **12 new Requests** (10 from the IDB and 2 from IDB Invest) to be received during 2021 and **12 carried over** (9 from the IDB and 3 from IDB Invest) as active cases from 2020. See Figure 1 below:

Figure 1
Expected Request Management in 2021



- 3.6 This estimate is based on the following factors: (i) the portfolio of active cases expected to be carried over to 2021 (see Table 1), and (ii) the behavior observed by the Mechanism in the past five years (5), weighting the behavior of 2020. Despite the global situation caused by COVID-19, the Mechanism expects to reach a number close to the initially anticipated of 12 Requests for the year. On the basis of these factors, a similar number is expected to be received during 2021.

Table 1
Request Management Portfolio of Active Cases to be Transferred

Request Number	Project	Anticipated status at year-end 2020	Anticipated management in 2021*
ELIGIBILITY			
MICI-BID-BR-2020-0160	The Acre Sustainable Development Program (PDSA-II)- Request II (2928/OC-BR)	Pending determination	Pending determination
CONSULTATION PHASE			
MICI-PE-2015-0094	Rural Land Titling & Registration Project in Peru - Third Phase (PTRT-3) (3370/OC-PE)	Monitoring of agreements	Monitoring of agreements

Request Number	Project	Anticipated status at year-end 2020	Anticipated management in 2021*
MICI-BID-HA-2017-0114	Productive Infrastructure Program (2552/GR-HA 2779/GR-HA et al.)	Monitoring of agreements	Monitoring of agreements
MICI-BID-EC-2018-0131	Program for the Reconstruction of Electricity Infrastructure in Areas Affected by the Earthquake in Ecuador (3906/OC-EC)	Monitoring of agreements	Closure
MICI-BID-AR-2019-0144	Productive and Tourism Infrastructure Program for the Province of Rio Negro (2491/OC-AR)	Monitoring of agreements	Closure
MICI-BID-AR-2019-0148	Reconquista River Basin Environmental Sanitation Program- Request III (3256/OC-AR)	Monitoring of agreements	Monitoring of agreements
MICI-CII-CO-2019-0152	Ruta del Cacao 4G Toll Road (12252-01)	In Consultation Phase process	In Consultation Phase process
COMPLIANCE REVIEW PHASE			
MICI-BID-PR-2016-0101	Downtown Redevelopment, Modernization of Metropolitan Public Transport, and of Government Offices Project - Request II (2419/OC-PR & 2420/BL-PR)	Monitoring of action plan	Monitoring of action plan
MICI-BID-CH-2017-0115	Alto Maipo Hydroelectric Power Project (3008A/OC-CH & 3008B/OC-CH)	Monitoring of action plan	Monitoring of action plan
MICI-CII-CO-2018-0133	Ituango Hydropower Plant (11794-04)	Under investigation	End of investigation process
MICI-CII-GU-2018-0136	Generadora San Mateo S.A. y Generadora San Andres S.A. (GU3794A-01 & GU3798A-01)	Under investigation	End of investigation process and start of monitoring stage

■ Requests related to IDB Invest operations.

* Forecast which may be adjusted depending on circumstances relating to COVID-19.

- 3.7 In sum, we expect to manage a total of 19 Requests for the **IDB** in 2021: 10 new cases and nine (9) transferred from previous years; while in the case of **IDB Invest** we expect to manage five (5) Requests: two (2) new cases and three (3) carried over from previous years. Also considering the behavior and experience of the last five (5) years, we would expect four (4) to five (5) new Requests to be registered and two (2) to three (3) of those to be declared eligible.

Adaptations to COVID-19 and Potential Return to a New Normal in Requests Management

- 3.8 In the event that the pandemic-related restrictions extend several months into 2021, the Mechanism will continue to adapt its management process by prioritizing the use of virtual

tools. Under this scenario, the Registration and Eligibility stages should not be affected since —as was the case in 2020— the registration decision can be made without impediment as established by the MICI policies; and the eligibility determination will be made remotely, without the eligibility mission, until the travel restrictions are lifted. For this, the process will focus on holding virtual meetings with the Parties and other relevant actors⁴, and the use of digital tools to obtain information. If required, MICI may count on the support of local consultants⁵. The above circumstances may generate delays in the determination of eligibility, depending on the availability and accessibility to the Parties to hold meetings virtually throughout the process⁶.

- 3.9 Meanwhile, with respect to active case management in both Phases, the extension of the pandemic will inevitably have certain direct implications. In the Consultation Phase, for example, there could be delays in complying with the agreements in the five (5) cases⁷ currently being monitored, due to the impossibility of completing studies or activities that are part of the agreements and often depend on third parties. There could also be delays in the dialogue process for case [MICI-CII-CO-2019-0152](#) due to potential difficulties with communication and the availability of the Parties. A remote Consultation Phase process, mostly in a virtual format, is challenging because of the limited physical interaction between the Parties that is needed to build trust; this will inevitably require more meetings and time spent on the process. Likewise, it will also be possible, if necessary, the need for local support consultants for the management of certain aspects of the process of this Phase.
- 3.10 In the Compliance Review Phase —given that the internal procedures have been adjusted during 2020— the cases under investigation will continue as normally as possible so that the Compliance Review Report can be submitted to the Board of Executive Directors in case [MICI-CII-GU-2018-0136](#) during the first quarter of the year. However, the investigation of case [MICI-CII-CO-2018-0133](#) may be affected in the event that travel restrictions to the country are extended throughout 2021, given the impossibility of carrying out the investigation team’s compliance review field mission. In that case, MICI will analyze the circumstances based on the available information and will make a proposal to the Board on how to proceed, including the possibility of extending the deadline for the investigation. In cases [MICI-BID-CH-2017-0115](#) and [MICI-BID-PR-2016-0101](#), we expect to monitor Management’s Action Plans from Headquarters, as usual; however, if a field presence is required to follow up on a particular action, we have the flexibility to hire local

⁴ In general, all MICI processes during the pandemic have led to a considerable increase in the number of virtual meetings, to address the gaps generated by the impossibility of presence in the field and direct contact with Requesters, the Project and other relevant actors.

⁵ For example, to verify data, or to obtain information that cannot be obtained through interviews. However, it is not expected to be a general need at this stage of the MICI process.

⁶ From the experience in managing cases during the pandemic, it has been seen that the availability of the Parties to attend to MICI processes has been reduced. The times to respond to the MICI are longer, as is also the case with the availability to schedule virtual meetings.

⁷ The active cases in the Consultation Phase with agreements currently being monitored are: [MICI-PE-2015-0094](#), [MICI-BID-HA-2017-0114](#), [MICI-BID-EC-2018-0131](#), [MICI-BID-AR-2019-0144](#), and [MICI-BID-AR-2019-0148](#).

consultants. The ability of the projects to comply with the Plans under the conditions of the pandemic will also be specially monitored, and the Board of Executive Directors will be kept informed through the monitoring reports.

- 3.11 If the current travel restrictions are lifted, the main adaptation will be to resume the MICI team's field missions for both Phases and their different stages of case management as soon as possible.

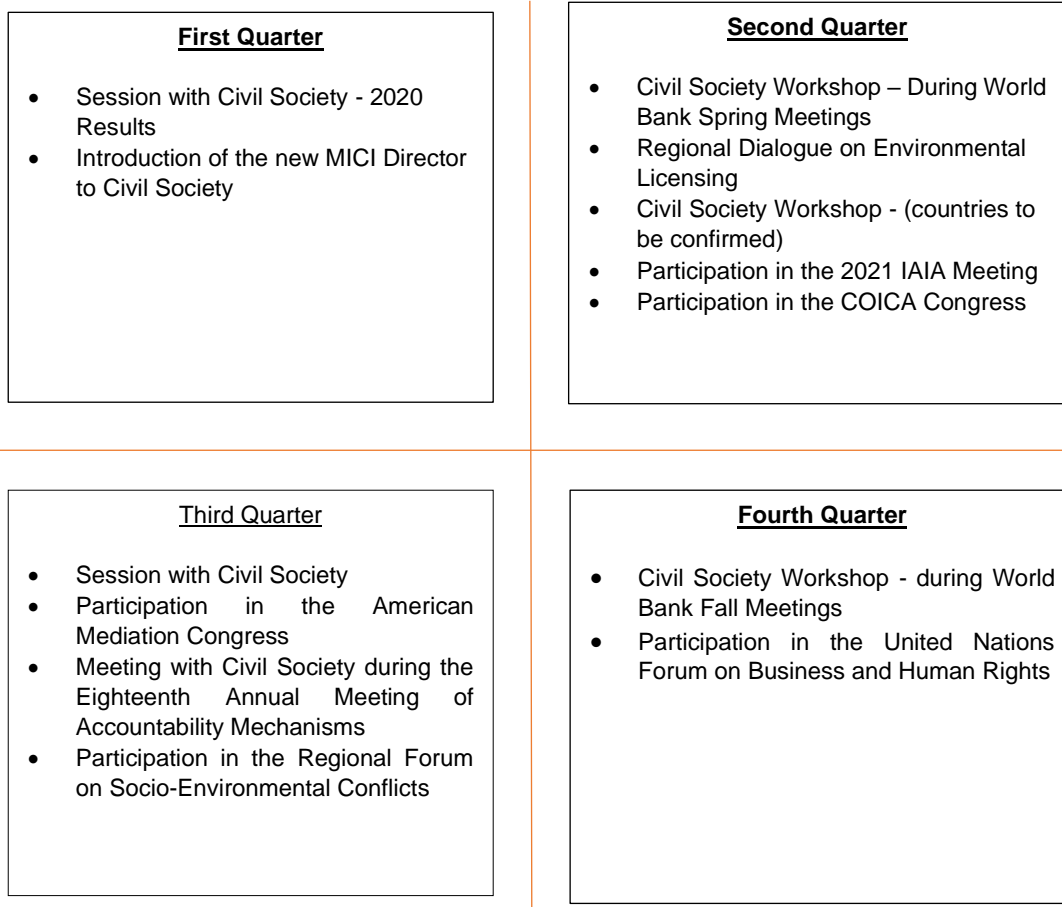
B. Learning

- 3.12 The main objective of the MICI Reflections Program has been to promote institutional reflection based on the evidence and experience of MICI case management, thus strengthening the work of the IDB Group and its mission. 2021 will be no exception and this effort to deliver outputs relevant to the Group will continue.
- 3.13 Specifically, we propose to deliver in 2021 the knowledge products about the MICI process that we have been working on during 2020 and that, because of the situation, we were unable to finalize or disseminate. These include technical notes on the Registration and Eligibility stages and Lessons Learned from the Compliance Review Phase.
- 3.14 We also plan to complement the program during the year with new actions that promote interaction with IDB and IDB Invest Management on topics of interest and that lead to institutional learning through sharing perspectives. Finally, we plan to produce and disseminate brief notes on specific experiences with cases or topics handled by MICI, with the aim of continuing to contribute to the institution, beyond case management.

C. Internal and External Outreach

- 3.15 MICI's External Outreach work aims to promote access to the Mechanism among communities that are potentially affected by IDB Group-financed projects. MICI continuously seeks out new strategies for publicizing the Mechanism in the Region and ensuring that communities interested in submitting a Request have accessible and clear information on the process, the requirements, and possible outcomes.
- 3.16 The year 2021 is a critical year for the reformulation of some of these strategies, given the arrival of a new Director, the adjustments needed based on the findings of the OVE evaluation, the new Environmental and Social Safeguards Frameworks of the IDB and IDB Invest and the opportunities identified for new practices that have been developed to deal with the effects of the pandemic on outreach activities.
- 3.17 The external outreach activities that the Mechanism has proposed for 2021 are presented in Figure 2 below:

Figure 2
External Outreach – Quarterly Planning 2021



3.18 The purpose of internal outreach is to familiarize IDB Group staff at Headquarters and COFs with the Mechanism’s mandate and function. In 2021 we plan to continue holding sessions for the presentation and discussion of the knowledge products from the MICI Reflections program and updating the MICI outreach materials based on the changes brought about by factors like the modernization of the Environmental and Social Safeguards Framework of the IDB Group and the findings of the OVE evaluation. MICI will also continue to participate in onboarding sessions for new staff and Board members as it does every year. Likewise, alternatives will be sought to keep the Board informed about MICI and its work, among other ways through informal technical sessions ⁸.

3.19 MICI will begin to develop specific projects for both external and internal audiences, to be implemented in the short and medium-term, that will enhance its interaction with all target audiences and reflect the vision of the new MICI Director. These proposed projects include the redesign of MICI’s Public Registry and website; a new learning tool about the

⁸ Currently, MICI keeps the Boards of Executive Directors informed through the quarterly activity and financial reports. However, during 2021 work will be done on the design of alternative activities that allow accomplishing specific requirements of the Executive Directors to be kept informed of specific topics and information on the MICI’s work, beyond individual cases.

Mechanism and its function, using a MOOC format; the analysis of social network use; and the use of new digital and printed outreach materials.

- 3.20 Following the arrival of the new MICI Director, several meetings and presentations will be held with the main departments of the Group with which the Mechanism interacts regularly, as well as with civil society organizations.

Adaptations to COVID-19 and Potential Return to a New Normal in Learning and Outreach Activities

- 3.21 Based on the experience gained during 2020, most of the actions and activities planned for 2021 are initially proposed as virtual events without trips to the Region, at least in the first quarters of the year. Nevertheless, MICI will continuously monitor and analyze the situation in the Region in order to resume face-to-face activities for internal and external audiences if the situation changes.

D. Institutional Strengthening

- 3.22 Following up on the goals established in the work areas into which MICI regularly divides its Institution-strengthening function, the following section contains activities under four (4) headings: operational effectiveness; structural institutionalization; knowledge sharing; and human resources.

1. Operational Effectiveness

- 3.23 In the fourth quarter of 2020, OVE is expected to present the findings of its evaluation of MICI and its recommendations for strengthening its operation. The MICI team has actively collaborated with OVE during the evaluation period and will continue to be available throughout 2021 to address and support actions that are deemed necessary by the IDB and IIC Boards of Directors in response to the report's findings and recommendations.
- 3.24 With the new Environmental and Social Policy Frameworks of the IDB and IDB Invest, we anticipate that, in the coming years, MICI will have to simultaneously manage cases involving projects of both institutions—some governed by the previous ROPs and others by the new Safeguards Frameworks. To meet this demand, MICI will allocate time and resources to the MICI team, including members of the Rosters of Experts for both Phases, for analysis and training.

2. Structural Institutionalization

- 3.25 Consistent with the strategy to ensure that MICI is clearly embedded in the Group's structure, during 2021 the Mechanism will work with the Group's new Management to continue to standardize its administrative, financial, communication, data use, and human resources procedures; this will facilitate the effective implementation of the Group's regulations in specific aspects of the Mechanism's operation.

3. Knowledge Sharing and Staff Training

- 3.26 In 2021 MICI will continue conducting external outreach, sharing best practices, and creating synergies in joint case management, in collaboration with peer agencies and other multilateral institutions, as well as academia, to strengthen the accountability framework. As it does every year, MICI will also participate in the Annual Meeting of IAMs to continue promoting knowledge sharing and to keep working on strengthening accountability mechanisms.
- 3.27 The Mechanism will also continue to promote the training of its staff through courses offered at the institutional level. At the same time, activities will be designed for knowledge sharing within the IDB Group on relevant issues such as managing the risk of reprisals, as well as the use of information technologies, conflict resolution tools, among others. These activities will seek to maximize the use of virtual and digital tools at a lower cost throughout the year.

4. Human Resources

- 3.28 As reported in previous Work Programs, human resources has been a challenge for the Mechanism in recent years, and one that directly affects its effectiveness in the medium and long term. This challenge is evident, first of all, in the timing of the hiring of the Phase Coordinators—a situation that, as stated in the Introduction to this document, was resolved in the first half of 2020. Second, MICI only has Full-time Consultants appointed to Requests Management for both Phases, which is the Mechanism's main activity. This hiring arrangement is temporary for a maximum of three (3) years and does not allow for renewal or future hiring.⁹ This creates fragility in the Mechanism and puts the effective fulfillment of its mandate at risk. The following is an analysis of the situation and a proposed course of action for consideration by the Executive Directors.

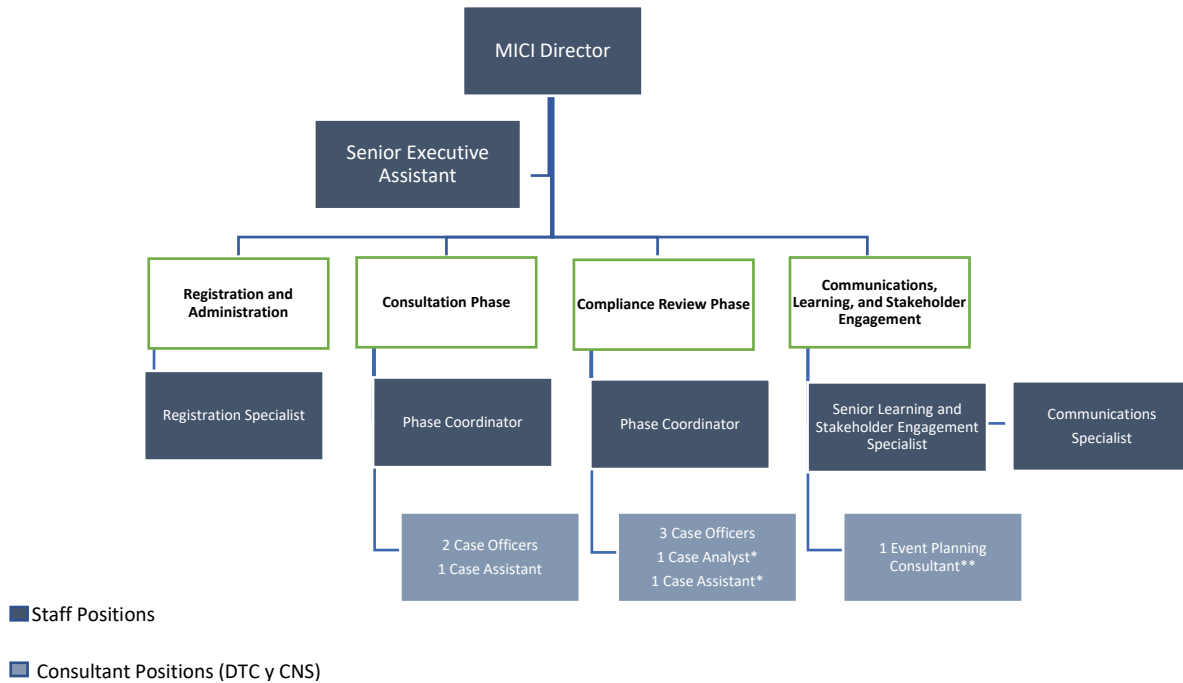
Analysis of MICI's Full-Time Consultants

- 3.29 The Mechanism's day-to-day operations are carried out with a mixed organizational structure consisting of 16 people: seven (7) staff positions and nine (9) Full-time Consultant positions (under DTC and CNS arrangements) with temporary non-renewable contracts, nearly all of whom (eight(8))¹⁰ perform activities directly related to case management in both the Consultation Phase and the Compliance Review Phase.

⁹ Policy AM-650. The definition of Consultant states that: "The length of the contract may be from one (1) day to a maximum lifetime cumulative total of (36) months within the IDB Group."

¹⁰ In 2019 a consultant was hired to fill a specific position for MICI's Tenth Anniversary celebration. This position will not be required in 2021.

Figure 3
2020 Organizational Structure



* The Consultants left MICI for new job opportunities and new competitive selection processes had to be opened in the fourth quarter; these contracts ended in 2021. / ** This position was filled solely to support the Tenth Anniversary activities during 2020.

- 3.30 The work in both Phases is led by the Phase Coordinators, who are supported by the Case Officers and Case Assistants, currently Full-time Consultants with non-renewable contracts, for day-to-day case management. Case Officers are highly specialized in MICI functions and have extensive knowledge of case management, acquired over time, and through the particular practice of an independent accountability mechanism. Likewise, the Case Assistants have a mastery of the processes and systems of both MICI and the Bank, and mainly provide essential administrative support to the teams in managing the different cases. While these contracting arrangements provide MICI with the flexibility to respond to work demands arising from the reactive nature of MICI's mandate, they also pose a challenge in terms of retaining knowledge, expertise, and experience, which are fundamental for the effective Requests Management.
- 3.31 This circumstance leads to high staff turnover in these positions, at a high opportunity cost to MICI on account of the recurrent loss of skills and knowledge.
- 3.32 In this regard, in just five (5) years, since the current MICI Policy came into effect in 2015, the Mechanism has seen the departure of 10 Consultants dedicated to Requests

Management. Additionally, with the 2018 change¹¹ to the Bank's regulations on CW, five (5) contracts will end in 2021 and the remaining Consultants currently working at MICI will reach the end of their contracts in 2022. Due to the above, some of these Consultants have already found other employment opportunities before the effective end of their contracts in 2021 and will be leaving the Mechanism at the end of 2020, this given the impossibility for MICI to offer them attractive working conditions in the medium and long term¹².

- 3.33 The inability to retain Consultants for more than three (3) years places an enormous burden on the Mechanism and its case management. Indeed, the total management time per case—although it varies by stage and phase under the MICI Policies and depends on the specificities of each case—is generally a multiannual process. Thus, the process from the moment a case is received to the completion of one or both Phases, including monitoring, can take more than six (6) years. Figure 4 below shows the time periods established by stage and phase within the MICI process.

Figure 4
Time Periods Established in the MICI Policy by Stage or Phase¹
(Business Days (bd), Months, and Years)

Registration Stage	Eligibility Stage	Consultation Phase	Compliance Review Phase
5 or 15 bd*	42 bd**	Assessment: 40 bd Consultation Process: 240 bd -12 months Monitoring: 5 years	TORs and Comments: 36 bd Investigation: 120 bd - 6 months Comments on the Preliminary Report: 21 bd Compliance Review Report: 21 bd Monitoring: 5 years

1. Not including time extensions provided under paragraph 59 of the Policy/* If an extension is granted to Requesters under Paragraph 22 of the Policy / ** Not including the possibility of a suspension of the eligibility stage for up to 45 business days under paragraph 23 of the Policy.

- 3.34 In this way, the periodic rotation of personnel leads to interruptions in the normal management of cases—for example, there are cases processed under the current MICI Policies,¹³ in which up to five (5) different Consultants have worked in a single one of them. There are also cases in the monitoring stage in both Phases in which none of the Case Officers took part in the mediation nor the investigation processes. These circumstances undoubtedly affect case management, thus requiring the investment of additional time and

¹¹ These include changing the length of contracts from 48 to 36 months and prohibiting the hiring of a CNS consultant on more than one occasion.

¹² Most of the Consultants who have worked at MICI began their job searches before the end of their contracts, resulting in early departure.

¹³ Including cases managed under the 2015 Transition Plan for active case management before the entry into force of the new MICI Policy.

resources to allow the Consultants to acquire knowledge of the particular context of each case, the work with the Parties and the generation of trust with them, as well as understanding the IDB Group's working culture and the Mechanism's role within it, and the particularities of interaction with civil society or third parties involved, just to mention a few aspects.

- 3.35 Additionally, MICI personnel are required to be highly specialized not only in the operation of this type of accountability mechanism but also in the main activity of each process: they must be skilled both in conflict resolution and in performing compliance reviews or investigations in environmental and social matters. Beyond this technical knowledge, MICI personnel needs to have extensive knowledge of the Region and the work of the IDB Group, its policies, and procedures; they must speak more than one of its official languages and be able to interact with different types of stakeholders, all under the highest professional and ethical standards.
- 3.36 High staff turnover results in losses of capacity, time, and financial resources, which the Mechanism undertakes time and again. It invests considerable resources in attracting and training talent, adapting new hires to the organizational culture, building relationships, and maintaining the high standards to which it is committed in terms of effectiveness, output consistency, and turnaround times—only for these human resources to be forced out of the institution within a short period of time.
- 3.37 In sum, the evidence shows that MICI's Requests Management does not currently have the organizational strength to support the process established in its Policy, and if this situation is not addressed, this weakness of the Mechanism will persist.

Proposal for Strengthening the Mechanism's Structure

- 3.38 To remedy this fragility of the Mechanism, MICI proposes that the Board of Executive Directors increase the HC dedicated to Requests Management over the next two (2) years, so that each Phase has at least two (2) staff positions (for a total of four (4)), and eliminate the Case Officer positions under its current Consultant format. As stated above, these positions perform the specialized technical work of case management, and MICI requires continuity in that process.
- 3.39 It should be noted that the Mechanism is not part of the "Flexible and Efficient Workforce Management Framework" ("Flexible Framework" document [GN-2606-21](#)), which relates exclusively to the workforce funded by Management's administrative budget. MICI, from its inception, has requested these positions directly from the Executive Directors in its annual work programs. However, if this increase in HC is approved, the positions would be opened to a competitive selection process following the Bank's HRD rules and procedures, meaning that the current Consultant positions would not be directly or automatically transformed into staff positions.

- 3.40 Aware of the need to address this weakness, the Mechanism also underscores the current external situation facing the Group in light of the global health emergency, as well as the internal process of replacing MICI's Director. Therefore, we propose phasing in these positions between 2021 and 2022, at a rate of two (2) positions per year. This will allow for the budgetary burden of this HC increase to be distributed over several years, and also give the new MICI Director some latitude in his or her approach to this proposal and in hiring decisions.
- 3.41 Specifically, for the year 2021, we are requesting the creation of two (2) new staff positions, one for each Phase. It is also proposed that these positions be phased in over the course of the year so that the contracts of two (2) consultant positions can come to an end, at which point those positions can be eliminated. The new Consultation Phase position would thus begin in March and the Compliance Review Phase position would begin in September 2021. This staggering, again, will allow the new MICI Director to have an active role in the decision-making process.
- 3.42 However, considering the particular situation of 2021, on the one hand, given the pandemic situation that has led the team to adapt the way the MICI manages cases and the arrival of a new Director in a year of departure of a considerable number of Consultants, especially in the Consultation Phase, MICI considers it necessary to explore possibilities¹⁴ to avoid the loss of knowledge, skills and level of management of the cases in the portfolio that this personnel now has, and allow a transition with the least possible impact.
- 3.43 It is MICI's opinion that the strategy described above, will allow for an orderly and efficient transition without undermining the Mechanism's core activity, which is case management.

¹⁴ Such as temporary exceptions for the extension of contracts or to freeze the cool-off obligation for contracting under another modality for a specific time.

IV. Proposed Budget

- 4.1 As in previous years, this budget proposal has been prepared using a zero-based budgeting method that estimates the resources necessary to perform the activities that MICI is certain will occur, plus an allowance for funds required to process the Requests projected to be received in 2021.
- 4.2 Unlike in other fiscal years, this budget considers the limitations and restrictions that MICI's management process will encounter in view of a pandemic that may last for the first few quarters of the year; but it also provides for flexibility in the event of an imminent return to a new normal.
- 4.3 The requested 2021 Budget has the following features in terms of presentation:
- a) MICI creates its budget starting from a "zero base" and requests resources annually according to the program it proposes to implement.
 - b) The budgetary requirements are presented by institution.
 - c) For staff salaries and benefits (SLC), MICI formulates its budget following the parameters provided by Management, and for 2021 an estimated salary adjustment of 1.1%¹⁵ has been included. It should be noted that MICI is not within the centralization processes or ETD funds (Effect of Turnover Dynamics). However, within MICI itself it finds savings to finance possible salary increases and other remuneration to its staff.
 - d) Following the IDB's formulation instructions, staff benefits (SCL) are budgeted in the proportion used for international staff at Headquarters, which is 42% of the total amount of annual salaries for the entire HC.
 - e) For this fiscal year, we are requesting two (2) new staff positions, one starting in March and the other starting in September, as indicated in the previous section. However, following the Group's formulation instructions, this budget provides funds for salaries and benefits for both positions for the full year, i.e., as if they started in January 2021.
 - f) To prevent cross-subsidies, the time that staff members plan to spend providing services to IDB Invest has been monetized and presented as a CLC budgetary item.
 - g) The CLC+NLC budget is presented by function: Requests Management, Learning, Outreach, and Institutional Strengthening.
 - h) The Contingency Funds are considered a restricted item since the NLC funds allocation can only be accessed upon the authorization of the respective Board of

¹⁵ This figure may vary based on what the Board of Directors authorizes to Management.

Executive Directors (see “Conditions for Accessing the Contingency Fund” in the web links section).

4.4 The following sections present the function-specific budgetary requirements for IDB and IDB Invest, and Annex II provides their itemized breakdown for more information.

A. Budget Requested for IDB

4.5 In general terms, and considering the outlook for 2021, the execution of MICI’s proposed program for the IDB in 2021 initially required the approval of funds in the amount of US\$2,570,938, which would be a nominal decrease of 1.4% (2.8%¹⁶ real decrease) relative to the amount approved for 2020 (US\$2,607,477); however, with the request to add two (2) staff positions, the total amount requested is **US\$2,696,929**. This amount reflects a 3.43% nominal increase (2% real increase) over the total amount approved in 2020.

4.6 In terms of staff costs (SLC), the 2021 budget provides for an allocation of US\$1,835,008 (15% higher than that of 2020) as shown in Table 2. This increase is due to:

- i) An estimated 1.1% salary increase in line with Management’s suggestion for 2021.
- ii) Two (2) new staff positions for Case Officers, one starting in March and the other in September 2021, budgeted for the full year. However, the amounts of salaries and benefits for the vacant months of these positions have been formulated in CLC (US\$96,000), while the benefits (US\$40,320) in the benefit accounts, according to the 2021 budget instructions.¹⁷

4.7 The salary for the Mechanism’s new Director was estimated according to the amount set in the HRD salary scale according to the grade of the position.¹⁸

4.8 Regarding the costs of Full Time Consultants, if the two (2) requested staff positions are created, it is contemplated to eliminate two (2) positions of Consultants corresponding to Case Officers of the MICI Phases.

4.9 As far as Request Management is concerned, the 2021 budget —again, intending to maximize flexibility— reflects a reduction in NLC items (travel, events, and administrative expenses), but provides sufficient funds for a return to a new normal in the course of the year. It is important to note that in the event of any unforeseen circumstances in Request Management, the Mechanism, with prior authorization from the Executive Directors, may make use of the Contingency Fund, which is restricted to these activities.

¹⁶ Estimated 1.4% of inflationary growth according to the document [2021 Budget Targets and Budget Process](#) (Composite Cost Adjustment Component)

¹⁷ [Programmatic and Budgetary Outlook for 2021](#)

¹⁸ The position is assumed at the low end of the position’s pay grade and a small margin is added to cover any changes in the hiring process.

- 4.10 The 2021 budget reduces the allocations for Learning, Outreach, and Strengthening activities¹⁹ in comparison to 2020, since MICI is prioritizing the use of less costly virtual tools over face-to-face ones; however, funds are provided for potential travel and face-to-face meetings in the event that mobility restrictions are lifted. Funds are also provided to address institutional changes that are expected to occur during the year.
- 4.11 Table 2 shows the proposed allocations by item for 2021 according to the above parameters and assumptions, as well as the amounts approved in 2020 and the estimated total execution for this year:

Table 2
2021 Proposed Budget and Comparison to Approved 2020 Budget – IDB

IDB BUDGET				
Concept	2020 Approved Budget	Total estimated execution at the end of 2020 ¹	2021 Proposed Budget	%Variation Budget 2020 with respect to Budget 2021
PERSONNEL COSTS (SLC)²				
Total Personnel Costs (SLC)	\$ 1,595,478	\$ 1,144,671	\$ 1,835,008	15%
COMPLEMENTARY LABOR COSTS (CLC) AND NON-PERSONNEL COSTS (NLC)				
Requests Management				
Subtotal Requests Management	\$ 846,999	\$ 600,268	\$ 712,291	-16%
Learning				
Subtotal Learning	\$ 20,500	\$ 15,500	\$ 18,230	-11%
Outreach³				
Subtotal General Outreach Actions	\$ 75,500	\$ 43,334	\$ 66,400	-12%
Institutional Strengthening				
Subtotal Institutional Strengthening	\$ 19,000	\$ 9,019	\$ 15,000	-21%
Subtotal CLC and NLC - non-restricted component	\$ 961,999	\$ 668,121	\$ 811,921	-16%
Contingency Fund ⁴	\$ 50,000	\$ -	\$ 50,000	0%
Total CLC and NLC - restricted + nonrestricted components	\$ 1,011,999	\$ 668,121	\$ 861,921	-15%
Total MEC Budget (SLC+CLC+NLC)	\$ 2,607,477	\$ 1,812,793	\$ 2,696,929	3.4%

1. Information based on the estimate made in the Quarterly Financial and Activities Report. Second Quarter 2020, available in the web links / 2. Includes the 1.1% salary increase as suggested by Management and the addition of the 2 positions requested / 3. The 2020 amounts in this line item include the allocated budget for the Tenth Anniversary / 4. The Contingency Fund may only be used for Request Management.

B. Budget Requested for IDB Invest

- 4.12 Concerning the IDB Invest MICI budget for 2021, we should first note how it is managed to maximize the efficiency of the funds received:
- i) The IDB Invest budget does not include SLC personnel costs because MICI staff members are employed by the IDB, not IDB Invest. The time spent by MICI staff (SLC) working for IDB Invest is covered by a CLC allocation.

¹⁹ Expenses related to Outreach, Learning, Institution-strengthening, and Administrative costs are divided between IDB and IDB Invest.

- ii) An annual SLA is signed with IDB Invest which includes the amount of unrestricted CLC and NLC funds to be transferred to MICI at the beginning of the year and commits IDB Invest to keep the amount of the Contingency Fund available in case its use is required.
 - iii) At the end of each year, MICI returns any unused unrestricted funds to IDB Invest.
- 4.13 In general terms, the execution of MICI's 2021 proposed program for IDB Invest requires the approval of funds in the amount of **US\$603,721**. This amount reflects a nominal increase of 0% (1.4% real decrease) over the total amount approved in 2020.
- 4.14 For Request Management, the proposed amount reflects allocations to cover the costs of managing case [MICI-CII-CO-2019-0152](#) and continuing with the investigations in cases [MICI-CII-GU-2018-0136](#) and [MICI-CII-CO-2018-0133](#). In the latter case, this includes funds to carry out the field mission postponed by the pandemic. Funds are also allocated for the anticipated management of two (2) new Requests. As with the IDB budget, sufficient funds are provided for the possibility of returning to a new normal in the course of the year, and access to the Contingency Fund for case management is available if necessary.
- 4.15 In the areas of Learning, Outreach, and Institution-strengthening, as well as administrative expenses, joint activities for the IDB and IDB Invest are transferred to shared costs. For 2021, this was formulated solely by reallocating funds that were earmarked in previous years for in-person activities, which will now allow for the use of digital tools and virtual events.
- 4.16 Table 3 shows the proposed allocations by line item for the 2021 MICI-IDB Invest budget, as well as the amounts approved in 2020 and the estimated total execution for this year. Like the IDB budget, it reflects adjustments between items, but the nominal increase remains at 0%.

Table 3
2021 Proposed Budget and Comparison to Approved 2020 Budget – IDB Invest

Concept	IDB INVEST BUDGET			
	2020 Approved Budget	Total estimated execution at the end of 2020 ¹	2021 Proposed Budget	%Variation Budget 2020 with respect to Budget 2021
PERSONNEL COSTS (SLC) ²				
Total Personnel Costs (SLC)	\$ -	\$ -	\$ -	-
COMPLEMENTARY LABOR COSTS (CLC) AND NON-PERSONNEL COSTS (NLC)				
Requests Management				
Subtotal Requests Management	\$ 454,721	\$ 357,487	\$ 535,491	18%
Learning				
Subtotal Learning	\$ 7,500	\$ 5,006	\$ 3,000	-60%
Outreach ³				
Subtotal General Outreach Actions	\$ 96,500	\$ 69,383	\$ 34,230	-65%
Institutional Strengthening				
Subtotal Institutional Strengthening	\$ 15,000	\$ 6,109.08	\$ 1,000	-93%
Subtotal CLC and NLC - non-restricted component	\$ 573,721	\$ 437,985	\$ 573,721	0%
Contingency Fund ⁴	\$ 30,000	\$ -	\$ 30,000	0%
Total CLC and NLC - restricted + nonrestricted components	\$ 603,721	\$ 437,985	\$ 603,721	0%
Total MEC Budget (SLC+CLC+NLC)	\$ 603,721	\$ 437,985	\$ 603,721	0%

1. Information based on the estimate made in the Quarterly Financial and Activities Report. Second Quarter 2020, available in the web links / 2. CLC spending covers time spent by MICI staff (SLC) providing services to the institution. / 3. The 2020 amounts in this line item include the allocated budget for the Tenth Anniversary / 4. The Contingency Fund may only be used for Request Management.

C. Final Considerations

- 4.17 Based on the above, we respectfully request that the Boards of Executive Directors of the IDB and the IIC consider and approve MICI's 2021 Work Program and the Proposed Budget required for its execution.
- 4.18 In addition, approval is sought for the creation of two (2) new Case Officer staff positions (HC): one for the Consultation Phase and one for the Compliance Review Phase.

Annex I. Requests Managed from 1 January to 15 October 2020

	Request Number	Date received	Project Name and Number	Phase or stage	Status as of 15 October
Requests received in 2020					
1	MICI-CII-CH-2020-0153	January 2020	Radomiro Tomic Desalination Plant (12277-01)	Registration	Not registered Closed
2	MICI-BID-BR-2020-0154	May 2020	The Acre Sustainable Development Program (PDSA-II) (2928/OC-BR)	Registration	Not registered Closed
3	MICI-BID-CO-2020-0155	August 2020	Metro of Bogota First Line - First Trench (4572/OC-CO)	Registration	Not registered Closed
4	MICI-BID-BR-2020-0156	August 2020	Strategic Program for Transportation Infrastructure and Logistics in Paraná (4299/OC-BR)	Registration	Not registered Closed
5	MICI-BID-AR-2020-0157	August 2020	Energy Efficiency and Renewable Energy in Low-income Housing (GRT/FM-15083-AR)	Registration	Not registered Closed
6	MICI-BID-BR-2020-0158	August 2020	Sanitation for Nova Estrada Watershed - PROMABEN II (3303/OC-BR)	Registration	Not registered Closed
7	MICI-BID-EC-2020-0159	August 2020	Program to Strengthen the National Early Warning System (3913/OC-EC)	Registration	Not registered Closed
8	MICI-BID-BR-2020-0160	September 2020	The Acre Sustainable Development Program (PDSA-II)- Request II (2928/OC-BR)	Eligibility	Awaiting Management's Response
9	MICI-BID-PR-2020-0161	September 2020	Support for the Transmission System in Paraguay (2891/OC-PR)	Registration	Not registered Closed
Requests carried over from prior periods					
10	MICI-PE-2015-0094	August 2015	Rural Land Titling & Registration Project in Peru - Third Phase (PTRT-3) (3370/OC-PE)	Consultation Phase	Monitoring of agreements
11	MICI-BID-HA-2017-0114	January 2017	Productive Infrastructure Program - Request II (2779/GR-HA et al)	Consultation Phase	Monitoring of agreements
12	MICI-BID-EC-2018-0131	April 2018	Program for the Reconstruction of Electricity Infrastructure in Areas Affected by the Earthquake in Ecuador (3906/OC-EC)	Consultation Phase	Monitoring of agreements
13	MICI-BID-AR-2019-0144	February 2019	Productive and Tourism Infrastructure Program for the Province of Rio Negro (2491/OC-AR)	Consultation Phase	Monitoring of agreements
14	MICI-BID-AR-2019-0148	May 2019	Reconquista River Basin Environmental Sanitation Program- Request III (3256/OC-AR)	Consultation Phase	Monitoring of agreements

	Request Number	Date received	Project Name and Number	Phase or stage	Status as of 15 October
15	MICI-BID-AR-2019-0150	June 2019	Railroad General Roca Improvement Program - Constitución - La Plata Line (2982/OC-AR)	Consultation Phase	Closed; Requesters withdrew Request
16	MICI-CII-CO-2019-0152	December 2019	Ruta del Cacao 4G Toll Road (12252-01)	Consultation Phase	In Consultation Phase process
17	MICI-BID-PR-2016-0101	May 2016	Downtown Redevelopment, Modernization Metropolitan Public Transport, Gov Offices (2420/BL-PR & 2419/OC-PR)	Compliance Review Phase	Monitoring Stage of Management's Action Plan
18	MICI-BID-CH-2017-0115	January 2017	Alto Maipo Hydroelectric Power Project (3008A/OC-CH & 3008B/OCCH)	Compliance Review Phase	Monitoring Stage of Management's Action Plan
19	MICI-CII-CO-2018-0133	June 2018	Ituango Hydropower Plant (11794-04)	Compliance Review Phase	Under investigation
20	MICI-CII-GU-2018-0136	August 2018	Generadora San Mateo S.A. y Generadora San Andrés S.A. (GU3794A-01 & GU3798A-01)	Compliance Review Phase	Under investigation

■ Requests related to IDB Invest operations.