IRM
Independent Review Mechanism
MII
Mécanisme indépendant d'inspection

The Independent Review Mechanism

Annual Report 2009



African Development Bank
Compliance Review and Mediation Unit

The Independent Review Mechanism

Annual Report 2009

IRM provides people with the right to complain to the African Development Bank Group in case they suffer harm from any of its financed projects as a result of the Bank's non-compliance with its policies and procedures.

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African Development Bank
The Independent Review Mechanism
Temporary relocation agency – PO Box 323
1002 Tunis Belvédère, Tunisia
Tel.: +216 7110 2056 – Fax: +216 7110 3727
E-mail: crmuinfo@afdb.org – Website: www.afdb.org/irm

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Executive Summary

By 2009, the Independent Review Mechanism (IRM) had reached the 5th anniversary since its establishment by the Enabling Resolution of the Boards of Directors of the African Development Bank Group (ADB). In the same year and in line with this Resolution, the ADB undertook the review of the IRM to assess the experience of the mechanism within the first three years since becoming effective in 2006. The review report will be presented to the Bank's Boards of Directors for consideration in the first quarter of 2010. Some of the key findings and recommendations of the review are to enhance the accessibility to the IRM and to maintain the independence of the mechanism.

This Annual Report provides information about the IRM's activities in 2009 including the outcome of the mechanism's core functions (the compliance review and problem-solving), and the outputs of the outreach strategy which aims to raise awareness of the IRM among people and communities living in the areas where the ADB is financing projects, the civil society organizations (CSOs) and the Bank's staff. In that context, the Annual Report provides the lessons learned by delineating the challenges that the Bank is facing in implementing its policies and procedures.

With respect to the exercise of the IRM's core functions, the Compliance Review and Mediation Unit (CRMU), which administers the mechanism, registered in 2009 three new requests submitted by local and international NGOs. Two of these requests are in relation to the Gibe III Hydroelectric Power Project in Ethiopia, whereas the third one is about the Nuweiba Combined Cycle Power Plant in Egypt.

The first request about the Gibe III Project was submitted by the Friends of Lake Turkana (FoLT), a Kenyan NGO. It inter alia states that the Gibe III project will affect the water level of Lake Turkana thereby inflicting serious negative impact on the environment and the livelihoods of people living along the Lake. The CRMU registered the request in March 2009 for a problem-solving exercise, which is underway, and aims at finding an agreeable solution to the pertinent issues for FoLT and the Bank.

The second complaint about the Gibe III project was submitted by a group of international NGOs alleging to represent the interests of the project affected people in Ethiopia - in particular the indigenous people living in the downstream area of the Omo River where the Gibe III dam is built. The requestors raise a number of issues concerning the dam's negative impact on the economy, and the livelihoods and the environment. Besides they claim that the project is in non-compliance with the Bank Group's policies and procedures, including the procurement rules in the selection of the project's main contractor and inadequate public consultations with the project affected people in both Ethiopia and Kenya. The requestors demanded an independent compliance review of the project, and their request was registered by CRMU in July 2009. Since this request raises similar concerns to those of FoLT, CRMU has decided to defer the eligibility review of this request pending the outcome of the problem-solving exercise between FoLT and the Bank.

The third request, registered in 2009, is about the Nuweiba Combined Cycle Power Plant Project in Egypt. It was submitted by Hemaya, an Egyptian NGO, standing on its own right as well as representing a number of owners of local tourist businesses (such as eco-lodges and diving centers) and some of the Bedouins communities in Nuweiba. The request states that if the planned power plant is built at the proposed site, it will adversely affect the livelihoods of Bedouins who earn their incomes from tourism businesses (e.g., the safari and camel riding), the marine life (coral reefs), and the image of Nuweiba as an attractive eco-tourism destination. CRMU registered the request for problem-solving. In that respect, it conducted a fact-finding mission in September 2009, and organized a scoping meeting in

October 2009 in Nuweiba to identify the problems and possible solutions. The meeting was attended by the requestors, the project promoter and the ADB. The requestors agreed - with the facilitation of CRMU - to engage with the Bank in a mediation process which is intended to commence in early 2010.

With respect to the request on Bujagali Hydropower and Interconnection projects in Uganda -which was registered for compliance review by CRMU in 2007 - the IRM undertook its first monitoring mission to the country in May 2009. The mission was led by Dr. Maartje van Putten, one of the IRM Experts, and Mr. Per Eldar Sovik, the Director of CRMU. Its purpose was to assess the implementation of the findings and recommendations of the compliance review panel in light of the corresponding Bank's Management Action Plan – which was presented to the Bank's Boards in May, 2009, and proposed measures to mitigate the projects' harm and to address the instances of non-compliance with ADB policies as underpinned by the review panel. The IRM monitoring team visited the projects areas, and met with the requestors, the affected people, the private investors and relevant government authorities in Uganda. Consequently, in August 2009, it submitted the IRM monitoring report to the Boards (for information), and the Bank's Management for immediate action. The report illustrates some pivotal issues to be addressed in order to bring the projects' into compliance with the Bank's policies and procedures. These issues inter alia relate to the resettlement and compensation, the cultural and spiritual concerns and the sustainable management plan of the Kalagala Falls designated to be an environmental offset according to an agreement between the Government of Uganda and the World Bank.



For the outreach activities, CRMU has in 2009 extended the dissemination of IRM information through a series of workshops and user-friendly communication materials. A total of seven sub-regional and national workshops were attended by 192 representatives of CSOs and government officials from 15 African countries. CRMU co-organized these events with CSOs as a medium to take ownership in transferring the IRM information among local communities who are the ultimate beneficiaries of the mechanism. Furthermore, CRMU also coordinated some of its workshops with the Bank's country offices and its other oversight mechanisms, such as the Integrity and Anti-Corruption Division and the Operational Evaluation Department, as well as with other independent accountability mechanisms (IAMs) of International Financing Institutions (IFIs) supporting operations in Africa, namely, the Inspection Panel of the World Bank, the Compliance Adviser/Ombudsman (CAO) of the International Finance Corporation and the Office of Accountability of the US Government Overseas Private Investment Corporation (OPIC). A significant outcome of the outreach activities

is that four of the sensitized NGOs took their own initiatives and organized sessions on the IRM to their local communities.



At the institutional level, CRMU presented the IRM to 125 new staff of the Bank in seven sessions organized in the framework of the On-boarding Program mentored by the Bank's Human Resources Management Department. This is in addition to five seminars that CRMU organized for the local staff at the Bank's country offices in Senegal, Ghana, Kenya, Malawi and Ethiopia. The purpose of this internal outreach is to liaise with the Bank's operational staff to help CRMU disseminate IRM information in areas where the ADB is financing projects.

As part of the knowledge sharing and skills building, the IRM Experts and the Director CRMU participated in the 6th annual meeting of the IAMs of IFIs which was organized by the IFC's CAO in June 2009 in Washington DC. This annual event is an important way for the principals of the IAMs to share information and draw lessons from each others' experiences to enhance the accountability and effectiveness of their respective institutions. Moreover, CRMU's Director and Principal Compliance Officer attended a training session, which was also organized by CAO, for the staff of IAMs which have mediation as a function in complaints handling. The acquired information from this session was valuable for CRMU's problem-solving exercises and its in-house expertise.

CRMU recruited a Senior Compliance Officer in June 2009 bringing the total number of its staff to five including: the Director, two professionals, and two administrative support staff. While the IRM is set to operate under the supervision of a small unit with the technical support of three external part time IRM experts, it is still important for the CRMU to have an adequate number of regular staff – with the possibility to expand in tandem with the Bank's increased lending activities - to efficiently carryout the IRM activities and to retain the institutional memory of the mechanism.

Finally, with regard to the above-mentioned IRM review, the Bank commissioned an independent consultant in June 2009. The consultant interviewed several executive directors, senior management and other Bank staff, besides external users of the IRM. The consultant presented the preliminary findings and recommendations of the review in an Informal Boards Meeting in September, 2009. The draft review report was posted on the Bank's website and widely disseminated for public consultations. The review report will be presented together with the recommendations of the Director of CRMU and the IRM Experts for possible amendments to the IRM Operating Rules and Procedures to the Bank's Boards of Directors in early 2010.

General Information about the IRM

The Establishment Background

The IRM was established by the Bank Group Boards of Directors' Enabling Resolution of 30 June 2004. However, it only became operational in mid-2006 upon the appointment of the first director of the CRMU which was established to administer the mechanism. The IRM Operating Rules and Procedures were also prepared in 2004 and approved by the Boards of Directors on 27 July 2006. For the purpose of compliance reviews, an IRM Roster of Experts was established to comprise three external members, appointed by the Boards of Directors on non-renewable term of five years. As an exception, each of the present three Experts, who were appointed by the Boards in April 2007, serves a different term, i.e., three, four and five years.

The Mandate

The mandate of the IRM is to provide people who are, or likely to be, adversely affected by a project financed by the Bank Group as a result of violation of the Bank Group's policies and procedures with the possibility to request the Bank to comply with its own policies and procedures. The IRM is one of several oversight instruments established by the Bank Group to ensure the accountability of its operations. However, the salient feature of the IRM is that it is independent from the Bank's management and operations, and only intervenes when the project affected people or communities lodge a complaint to CRMU. In that respect, the IRM can be considered as the last resort for people who are adversely affected by a project financed by the Bank Group to get their complaints handled and responded to by the highest decision levels of the Bank in case they could not resolve their problems with the Bank's management and staff in the first place.

The Functions

The IRM has two main functions: Problem-Solving (mediation) and Compliance Review. CRMU is responsible for receiving and determining the eligibility of the complaints and undertaking problem-solving exercises. The Compliance Reviews are conducted by Panels, consisting of two members of the IRM Roster of Experts and the director of CRMU. The Panel's review reports can make recommendations to the Bank Group's Management and the Boards of Directors on different issues arising from the complaint including project specific remedies and how to bring the project into compliance, as well as with regard to the implementation of the Bank Group's policies and procedures. The IRM, subject to the Boards' authorization on a case by case basis, is also mandated to monitor the implementation of the findings and recommendations resulting either from a problem-solving exercise or a compliance review.

The IRM operates under a set of transparent and stringent procedures, especially those governing public disclosure of information. The IRM rules mandate the dissemination of the reports and decisions resulting from either of the above-mentioned IRM's functions. The transparency and the independence of the IRM are considered the guiding principles to ensure credibility of the mechanism's processes.

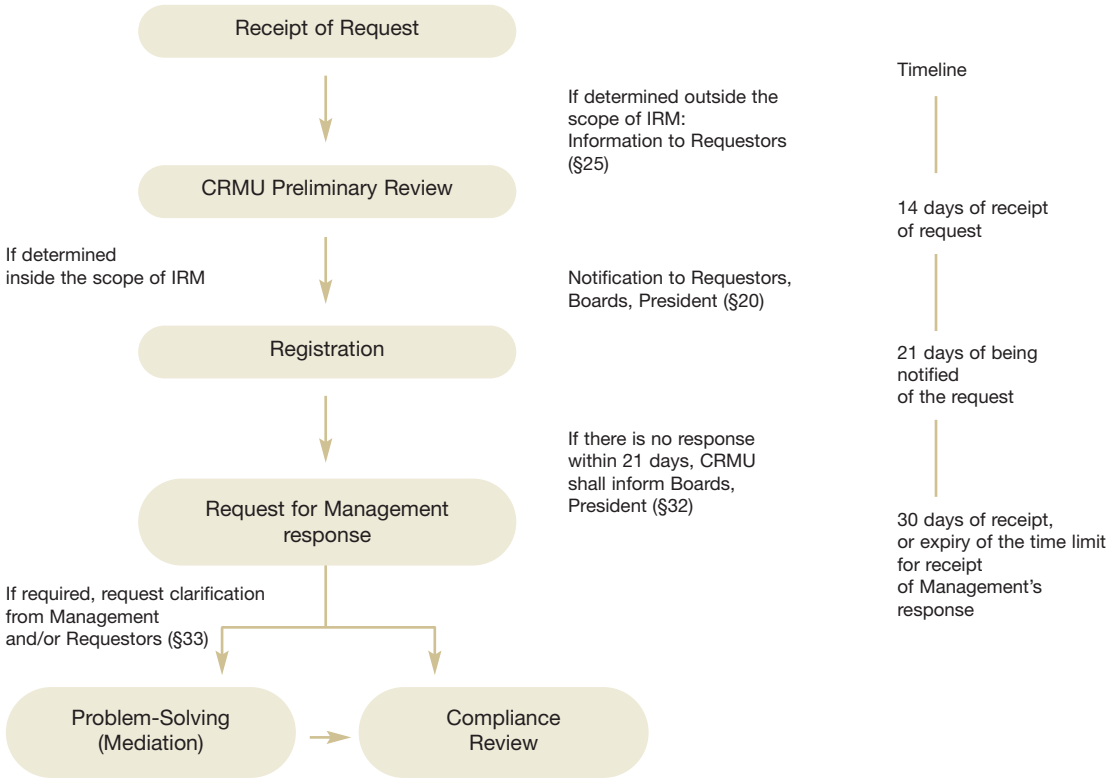
The Procedures for Processing Requests

The IRM Operating Rules and Procedures provide requirements for potential complainants on how to prepare and submit their requests to CRMU. They also contain provisions for CRMU on how to handle and process requests within specified periods of time illustrated in Box 1.

It is worth noting that within 14 working days of the receipt of a request, the director of CRMU shall have conducted a preliminary review to determine whether the request falls within the mandate of the IRM and whether it contains bona fide allegation of harm arising from a Bank Group financed operation. If the request is considered to be within the mandate of the IRM, the CRMU shall register it and immediately inform the requestors, the President and the Boards of Directors. Within 21 working days of the notification of the request to the Bank's Management, the latter shall provide CRMU with evidence on whether it has complied with, or intends to comply with the Bank Group's relevant policies and procedures to the project in question.

Within 30 days of receipt of the Management response, CRMU shall either start a problem-solving exercise, make recommendation whether to undertake a compliance review or reject the request.

Box 1: Processing of Requests for Problem-Solving or Compliance Review



The Problem-Solving (Mediation)

The purpose of the problem-solving is to restore an effective dialogue between the requestors and any interested party with the view of resolving the issue or issues underlying the request.

When considering whether or not to undertake a problem-solving (mediation) exercise, the director of CRMU shall inter alia consider whether the parties are amenable to resolve the conflict through mediation without putting blame on any of the involved parties, and whether the Bank Group has or continues to have leverage to influence change. Furthermore, the director also considers whether the problem-solving exercise will interfere with or be impeded by any other relevant process before a court, an arbitration tribunal or a similar review body before which the same matter or a matter closely related to the request is examined.

A variety of problem-solving processes and techniques may be used by CRMU such as independent fact findings, mediation, conciliation and dialogue facilitation. If a problem-solving exercise has not reached a satisfactory conclusion within three months, the director of CRMU will declare the exercise unsuccessful. Within 30 days of concluding the problem-solving exercise, the director shall submit a report to the interested parties, the Bank Group's President and the Boards of Directors explaining the process and the result of the exercise. Regardless of the outcome of the exercise, a compliance review can be warranted under the IRM Rules. Accordingly, following the problem-solving exercise, the director of CRMU can recommend to the President or the Boards of Directors that a compliance review shall be undertaken to determine whether any of the applicable Bank Group's policies and procedures has been violated.

The Compliance Review

The purpose of the compliance review is to determine whether the Bank Group has complied with its own policies and procedures and to verify whether as a result of a violation of these policies a direct harm has been, or likely to be, caused to the project affected people.

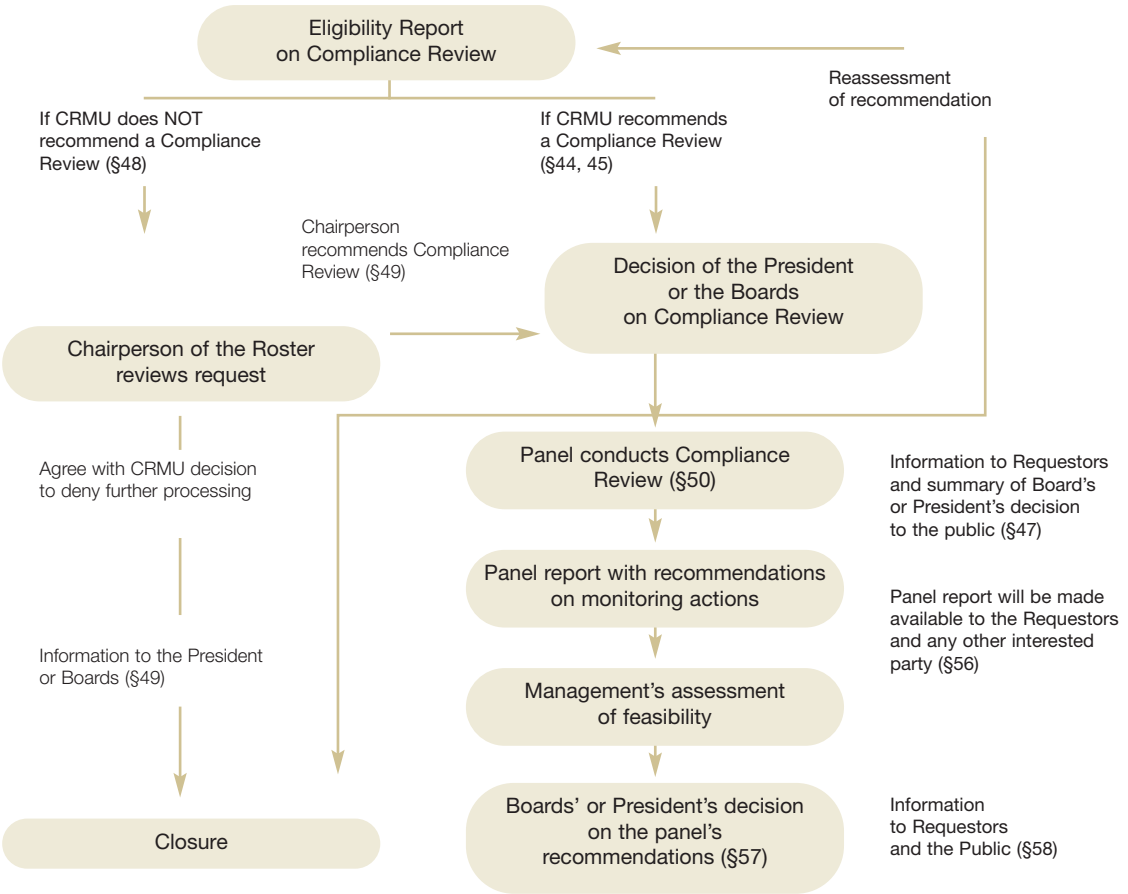
Generally, in determining the eligibility of requests, there are several steps. First, the director of CRMU will review the request and the corresponding response of the Bank management, and if found necessary, undertake a mission to the project area to verify the factual situation. On the basis of a prima facie evidence of a possible harm resulting from non-compliance with the Bank's policies is inflicted on the project affected people, the director shall prepare an eligibility report incorporating his recommendations to undertake a compliance review. On the other hand, if the director of CRMU does not recommend a compliance review, the chairperson of the Roster of Experts shall then review the request, reassess its eligibility, and write his/her independent recommendation. Second, the eligibility report prepared by the director or the chairperson will be decided upon by the President, in case of projects under consideration for financing by the Bank Group, or the Boards of Directors for approved projects by the Boards. The requestors shall be immediately notified of the decision of the President or the Boards of Directors. The eligibility report (including the request and the response of the management of the Bank) together with the decision of the President or the Boards shall be promptly disclosed to the public by posting it on the Bank Group's website (www.afdb.org/irm).

Subject to the President's or the Boards' authorization, a compliance review shall be undertaken by a Review Panels comprising two members of the Roster of Experts and the director of CRMU. The director only has a vote when the other two member experts of the

Panel disagree. After investigating the complaint, the Panel prepares a report including findings and recommendations which shall be distributed at the same time to the President, the Boards of Directors and the requesters. The President or the Boards of Directors, as the case may be, shall decide whether or not to accept the report. Their decision shall immediately be published on the Bank Group's website.

The diagram in Box 2 illustrates the steps of the aforementioned request eligibility assessment and compliance review.

Box2: Eligibility of Request and conduct of Compliance Review



Requests

IRM Register of Requests

The IRM Register of Requests shall include information about the requests received by CRMU. The information about these requests is posted electronically on chronological order to update requestors and any other interested parties on actions undertaken during the course of the complaints-handling, including the relevant statements of the decisions made by the Bank's President or the Boards of Directors. Each request is classified in the registry by: the date of its submission, the name of the Bank financed project(s) complained about, and the IRM function under which CRMU is handling the request (i.e. problem-solving and/or compliance review). The register also includes information about the registered requests which are considered ineligible for compliance review and the reasons thereof. The register is regularly updated and can be accessed at the Bank Group's website (www.afdb.org/irm).

In 2009, CRMU registered three requests. The first two requests relate to the Gibe III Hydroelectric Power Project in Ethiopia, while the third complaint is about the Nuweiba Combined Cycle Power Project in South Sinai Egypt.

Register of Requests (by 31 December, 2009)

No.	Request no. (date registered)	Country	Project	Status
1.	RQ2007/1 (16 May, 2007)	Uganda	Bujagali Hydropower and Interconnection Projects	Registered for compliance review. The compliance review panel report presented to the Boards in July 2008. The Management's Action Plan was presented to the Boards in May 2009. An IRM monitoring mission was conducted in May 2009, and submitted its first monitoring report to the Boards for information and to Management for action in August 2009. IRM monitoring is on going until the IRM monitoring team is satisfied that the non-compliance issues have been adequately addressed.
2.	RQ2009/01 (26 March, 2009)	Ethiopia	Gibe III Hydroelectric Power Project	Registered for Problem-solving. Three meetings between the requestors and the Bank with facilitation of CRMU were held during June-October 2009 in Nairobi, Kenya. The mediation exercise is still in process.
3.	RQ2009/01b (22 July, 2009)	Ethiopia	Gibe III Hydroelectric Power Project	Registered for Compliance review. The eligibility review of the request is pending on the outcome of the problem-solving exercise of the first request about the Gibe III project.
4.	RQ2009/02 (15 July, 2009)	Egypt	Nuweiba Combined Cycle Power Plant	Registered for Problem-solving exercise. CRMU conducted a fact-finding mission in September 2009, and held a scoping meeting between the requestors, the Bank and the promoter of the project in October, 2009 in Nuweiba. The mediation process between the requestors and the Bank is planned for the first quarter of 2010.

Compliance Review and Problem-Solving Cases

RQ2007/1: Bujagali Hydropower and Interconnection Projects, Uganda

CRMU registered on 16 May 2007 for compliance review the first request submitted to IRM which was about Bujagali Hydropower and Interconnection projects, in Uganda. The request was submitted by local NGOs and individuals due to their concerns about the



projects' economic and risks analysis, impact on livelihoods, the environment, and spiritual issues. The Boards authorized on 7 September 2007 the compliance review of the projects and the formation of the IRM compliance review panel. The panel's report was submitted on 9 July 2008 to the Boards which duly endorsed it, and requested the Bank Management to prepare an Action Plan to address the instances that the panel found the Bank Group to be non-compliant with its policies and procedures. The aforementioned Action Plan was presented to the Boards on 22 May 2009. An IRM monitoring mission was conducted during 24 – 29 May, 2009 by Dr. Maartje van Putten, one of the IRM Experts, and Mr. Per Eldar Sovik, the Director of CRMU, who visited the projects and met with different stakeholders in Uganda. The IRM monitoring report was submitted on 26 August, 2009 to the Boards for information and the Bank's Management for immediate actions. The Report underlined that, while a number of important issues require the Bank's close supervision, there are still other glaring issues that the IRM monitoring team identified as critical for brining the projects into compliance with the Bank's policies and remedying the inflicted harm. The following are the issues which were highlighted by the IRM monitoring report:

1. Resettlement and Compensation: the IRM monitoring team was concerned about the serious delays of payment of compensation, and recommended that the Bank's Management and staff in their supervision of the projects should ensure that appropriate actions are undertaken without further delay.

2. Cultural and Spiritual Issues: while the IRM monitoring team agreed that the solutions to the existing cultural/religious problems have to be found in Uganda, the team is of the opinion that the Bank can still play a role to ensure, through its project supervision, that appropriate consulta-



tions are continued and concluded in a satisfactory way to all stakeholders. The stakeholders proposed to the IRM team that this

issue could find a lasting solution through a process to be further elaborated and decided upon through a formation of a committee comprising representatives of the religious leaders, NGOs, relevant Government ministries, and BEL (the promoter of the project), and with possible observers from the project financiers, including the ADB.

3. Kalagala Off-set and Forest Reserves Mitigation Measures: the IRM monitoring team emphasizes the importance of the Bank's review of the proposed Sustainable Management Plan (SMP) immediately upon its completion, and the Bank's supervision of the implementation of the agreed upon recommendations of the SMP to avoid unintended irreparable damages to the environment and the encroachments on the rights of the affected local people. The team also recommended that the Bank should ask the Government of Uganda to suspend any investment interventions in the Kalagala Offset area until the SMP is finalized and approved by the Government.

RQ2009/01: Gibe III Hydroelectric Power Project in Ethiopia

CRMU received a request on 5 March 2009 about Gibe III Hydroelectric Power Project in Ethiopia. The request was submitted by the Friends of Lake Turkana (FoLT), a local NGO based in Kenya representing some of the Lake's Communities including: the Turkana, Dassanach, Rendille, Gabbra and Elmolo. On the basis of the preliminary review, CRMU registered the request on 26 March, 2009 for problem-solving.

The request alleges non-compliance with the Bank Group policies including: the Poverty Reduction Policy, the Involuntary Resettlement Policy, the Public Disclosure Policy, and the Procedures on Water Resources Management. They also raise concerns about the inadequate studies on the Gibe III downstream impact on the Lake Turkana, and the lack of consultations with the people living along the Lake. Accordingly, the requestors allege that a serious environmental and social harm is likely to be inflicted by the dam on the Lake and the people and communities living along the Lake. In the process of the problem-solving exercise, CRMU has facilitated three meetings between the requestors and the Bank during June - October 2009. Within the framework of the problem solving exercise, the Bank has undertaken additional studies which will be presented to the requestors by the end of February 2010 when the exercise is planned to resume.

RQ2009/01b: Gibe III Hydroelectric Power Project in Ethiopia

CRMU received on 28 April 2009 a second request about the Gibe III Hydroelectric Power Project in Ethiopia. The request was submitted by Anuak Justice Council, the Bank Information Center, Campagna per la Riforma della Banca Mondiale and International Rivers. It raises a number of issues that the complainants deem to be in violation of the Bank's policies and procedures and interlinked to the potential harm of the Gibe III dam on the environment, the subsistence activities of Ethiopian people living along the Omo River in the downstream area of the dam, the lack of consultations with the project affected people, the procurement of contractor's services, and the incomprehensiveness of the project's environmental and social impact assessment.

CRMU registered the request on 22 July 2009 for compliance review. Since CRMU is undertaking a problem-solving of a similar request, which is discussed above, (ref. RQ209/01) and bearing the same concerns about Gibe III project, it has decided to withhold

the eligibility review of this request pending the outcome of the said problem-solving exercise.

RQ2009/02: Nuweiba Combined Cycle Power Project in Egypt

CRMU received on 25 June, 2009, the request about the Nuweiba Combined Cycle Power Project in Egypt. The request was submitted by Hemaya NGO, a non-governmental local organization representing some of the business communities in Nuweiba including the Chamber of Diving and Water Sports (CDWS), Basata Ecolodge and African Divers. CRMU registered the request on 15 July, 2009 for problem-solving. While the requestors point out that they are not against the development of the project per se, they demand the relocation of the proposed power plant since if it is to be built at the proposed site they claim it will inflict serious harm on the marine life, the local eco-tourism, and the livelihoods of Bedouins who earn their income from tourist activities (for e.g. camel riding and the mountains safari). The request also raises issues emanating to the inadequate consultation and disclosure of information, the inadequacy of the project's environmental and social impact assessment, and the likely negative socio-cultural impacts by having an influx of workers in such a small city as Nuweiba. In the complaint handling, CRMU conducted a fact-finding mission on 24 September - 2 October, 2009, visited the proposed site of the power plant and met with the requestors and other interested parties in the project. Upon the consent of the requestors, the promoter of the project and the Bank, CRMU facilitated a scoping meeting on 24 - 25 October, 2009 in Nuweiba that was attended by the requestors, the Bank and the promoter of the project with the objective of identifying the problems and possible solutions. The requestors agreed to pursue mediation with the Bank which is planned in the first quarter of 2010.



Lessons Learned

According to the IRM Operating Rules and Procedures, the Annual Report shall discuss identifiable trends relating to the activities of the Bank Group that have emerged from CRMU's problem-solving exercises and compliance reviews, and the lessons that CRMU has learned about the impacts and challenges for the Bank in implementing its policies and procedures.

Since learning is a major feature of the IRM, based on the experience gained from the assessment of the four registered requests, the Director of CRMU in consultations with the IRM experts, would like to highlight some of the challenges and trends that could be useful for the Bank to be aware of in order to enhance the effectiveness of the implementation of its policies and procedures in the Bank financed projects.

Public access to information about the Bank's policies and procedures - especially those governing environmental and social safeguard issues - is still a challenge. Based on the experience of the registered requests, it is apparent that the complainants and other stakeholders lack a clear understanding of how the different Bank policies, guidelines and procedures are applied in its operations. In addition, the requestors and other stakeholders do not seem to have systematic access to either the updated Project's Environmental and Social Impact Assessment (ESIA) studies or the recent electronic copies of the summaries of these studies which should be accessible on the Bank's website. In spite of the good efforts made by the Bank in reconstructing its website, requestors and other stakeholders stated that they continue to encounter difficulty in retrieving project related information from the website.

Another notable issue is the recurrence of concerns about the lack of consultations with stakeholders in the registered requests. Public consultations, in particular the methods and means used by the Bank to inform local communities and civil society about its projects and applicable policies and procedures should be expanded and diversified to ensure that such consultations are conducted in a timely and 'meaningful' way.

The alignment and coordination of time-lines for the implementation of the Bank's mitigation measures should be improved to ensure that prompt actions are undertaken to bring the projects into compliance with the Bank's policies and procedures and to maximize the projects' benefits to people and local communities as well as the environment. IRM considers the monitoring of the implementation of the findings and recommendations of compliance review panel useful for both the requestors and the Bank. It helps to ensure that the agreed upon mitigating and remedial actions are undertaken and to keep the Boards and senior management abreast of processes of bringing the projects to compliance with the ADB policies and procedures.

The Outreach

Introduction

The objective of the outreach activities is to provide information on the IRM's mandate and procedures to people and communities in order to enable them to access and seek recourse under the rules of the mechanism. For this purpose, CRMU has continued to implement its outreach strategy[1] which utilizes a mixture of communication instruments and multifaceted activities that are jointly delivered with CSOs, the Bank's country offices and other departments, and occasionally, in collaboration with other independent accountability mechanisms (IAMs) of IFIs.

While the following sections of this part detail the IRM outreach activities in 2009, it is worthwhile at this point to sum up their significant results. CRMU's organized seven (7) national and sub-regional workshops which contributed to extending the reach of IRM information to CSOs from ten (10) additional regional member countries of the ADB. CRMU coordinated four pilot community sessions which were instrumental in deepening the knowledge of the IRM among people living in areas covered by the Bank's financed projects. These activities encouraged some local CSOs to take the initiatives to support at their own costs similar community sessions, and to integrate the dissemination of the IRM information as part of their public-awareness programs. CRMU considers these outcomes as a key milestone in the intertwined process of taking ownership and transferring IRM knowledge towards permitting people access to the mechanism.

Moreover, CRMU added 170 CSOs to its database bringing the total number of registered organizations to 400 which are active in thirty two African countries. Finally, the IRM quarterly electronic newsletter remains the means for ensuring the continuity of sharing information with CSOs. The special issue dedicated to the IRM review was central to the review's public consultations phase.

By implementing these activities, CRMU has not only achieved the outreach goals it set for itself in 2009, but has built cornerstones for its efforts geared towards empowering people with information to enable them to access the IRM which is fundamental for the effectiveness and success of the Bank's complaints handling process.

External Outreach

NATIONAL WORKSHOPS

NIGERIA: THE IMPORTANCE OF IRM WORKSHOPS FOR MEDIATION ADVOCACY

On 9-10 February, 2009, CRMU in collaboration with the Negotiation and Conflict Management Group (NCMG) based in Lagos, Nigeria, organized a national workshop which was attended by 30 CSOs from different states. The objective of the workshop was to discuss the role of CSOs in facilitating the access of project affected people to the IRM and other similar IAMs. The participants were briefed by Miss Namawu Alolo ALHasssan on the ADB policies and projects in the country. The other main presentations on the IAMs were delivered by



[1] The public information sheet of the outreach strategy is included in Annex 1 of this report.

Mr. Per Eldar Sovik, the Director of CRMU; Ms. Kate Kopischke and Ms. Emily Horgan of IFC's CAO and Ms. Jean Aden of OPIC. The discussion with participants dwelled on the role of CSOs in resolving disputes arising from development projects through mediation which was considered essential in the view of the participants since most CSOs lack experience in this field. The participants also learned about the processes of IRM which are not necessarily about pointing the blame but to ensure that instances of non-compliance with the IFIs' policies are addressed, and any resulting harm on people or the environment is mitigated. Furthermore, the discussion also shed light on the role of CSOs in building a constructive dialogue among their communities and the IFIs. The participants recommended that CRMU, CAO and OPIC should support training on mediation for CSOs to enhance their capacities to effectively engage in development related disputes-resolutions. In addition, they called upon the IFIs to be transparent in disclosing information about their financed projects.

GHANA: CSOs WORKSHOP ON IMPROVING ACCESS TO THE ACCOUNTABILITY MECHANISMS (IAMs) OF INTERNATIONAL FINANCING INSTIOTUTIONS (IFIS)

The Director of CRMU, Mr. Per Eldar Sovik, presented the IRM in a national workshop organized by the IFC's CAO in cooperation with SEND-Ghana, a national CSO, on 12- 13 February 2009 in Accra, Ghana. The workshop was attended by 40 representatives of CSOs from different parts of the country. The discussion focused on how to improve access to IAMs of IFIs. The participants were encouraged to disseminate information among local communities as a way to help them to be aware of IAMs and if needed, how to access them.

On the sideline, the Director of CRMU also held separate meetings with the staff of the Bank's field office in Ghana, and the project coordinators responsible for implementing some of the major projects financed by the Bank in the country.



SENEGAL: SAFEGUARDING DEVELOPMENT RESULTS

During the Annual Meeting of the ADB, held on 13–14 May, 2009 in Dakar, CRMU co-organized a seminar with the Bank's Auditor General Office and the Operations Evaluation Department under the title "Safeguarding Development Results" to deliberate on the role of the Bank's oversight functions. The participant CSOs highlighted the importance of sharing information with the public about the Bank's operations, policies, and the IRM, as well as they emphasized the value of the Bank's staff learning lessons from the Bank's oversight mechanisms' investigations and recommendations.

SENEGAL: THE ACCESS OF NGOS AND LOCAL COMMUNITIES TO INDEPENDENT REVIEW MECHANISMS

CRMU in collaboration with the Bank's country office in Senegal organized a sub-regional workshop on the access to independent review mechanisms on 2-3 June 2009, in Dakar. The twenty six participants CSOs came from six West African countries, including Cape Verde, Guinea Bissau, the Gambia, Mali, Mauritania and Senegal. The event was opened by Mr. Mohamed H'midouch, the Bank's Resident Representative in Senegal, who briefed the participants on the

Bank's development priorities, its efforts to promote regional integration and commitment to ensure the effectiveness of its operations through having accountability mechanisms such as the IRM. Mr. Samba Iddrissa, consultant, presented the Bank's projects in Senegal and the ADB safeguard policies. Mr. Ansumane Mane, the Bank's National Program Officer in Guinea Bissau, presented the ADB financed projects in the country. Within the framework of the background presentations, Mr. Per Eldar Sovik, the Director of CRMU, presented the IRM procedures and outreach strategy and emphasized the critical role of CSOs in building the capacities of communities to learn about their rights to make use of the IRM. Ms. Emily Horgan and Ms. Julia Gallu representing the IFC's CAO and Mr. Serge Selwan, representing the World Bank Inspection Panel, presented the mandate and procedures of their respective mechanisms. The key recommendations of the workshop included: while conducting investigation of projects, CRMU should: organize meetings with CSOs to incorporate their views in the process; partner with the media to expand the dissemination of IRM information among local communities including translating its communication instruments to local languages; and capitalize on the existence of CSOs to overcome the challenges of reaching people and local communities in the areas covered by the Bank's financed projects.

MOROCCO: HOLDING DEVELOPMENT ACCOUNTABLE IN NORTH AFRICA

The CRMU Principal Compliance Officer, Mrs. Adila Abusharaf, presented the IRM in a sub-regional workshop co-organized by the Bank Information Center, an NGO based in Washington, the World Bank's Inspection Panel and IFC's CAO on 22-24 July 2009 in Marrakech. The twenty representatives of CSOs from Algeria, Libya, Mauritania, Morocco and Tunisia were briefed on the linkages between accountability and the promotion of institutional principles in light of the experiences of the presenting IAMs. On their part, the participants expressed their views on IFIs' transparency and building partnerships with CSOs to monitor development results.

In the periphery of this event, CRMU Principal Officer presented in two separate meetings the IRM Community Information Guide developed by CRMU for CSOs to disseminate information about IRM among local communities. The first meeting was with the staff of the Center for Development of Tensift, and the second one was with Governor and the staff of Local Council of Chichaoua.

MALAWI: NATIONAL WORKSHOP ON PARTICIPATORY APPROACHES AND THE INDEPENDENT REVIEW MECHANISM

The Bank's country office in Malawi (MWFO) in collaboration with CRMU and the African Development Institute (EADI) held a national workshop on this subject on 23-25 November, 2009 in Lilongwe, Malawi. The event was attended by 26 representatives of CSOs, the media and government ministries. It was opened by Mr. Frank Kufakwandi, the Bank's Resident Representative, who also presented the Bank's operations in Malawi and stressed that one of the key responsibilities of MWFO is to promote and deepen participatory approaches through the engagement of CSOs as anchored by the Bank's policy on public consultations. Accordingly, MWFO would step up efforts to work with CSOs. Mr. Per Eldar Sovik, the Director of the CRMU, presented the IRM and its relevance to the application of the Bank's safeguard policies and procedures. Ms. Grace Kimani, CRMU Senior Compliance Officer, presented the CRMU's Outreach Strategy and the Draft Community Information Guide.



Mr. Ola Adesina Adigun, EADI Senior Training Officer presented the Bank policies and engagement with the CSOs; and the Rules and Guiding principles for ensuring their successful participation. Mr. Luckson Ngalu, the Project Manager of Smallholder Out-grower Sugarcane Production Project, which is funded by the Bank, presented the project's experience with community participation. Mr. Astin Chingwengwe, from the Ministry of Finance presented the Government's perspective of community participation in the Bank's financed projects. Speaking on behalf of participant CSOs, the Director of the Youth Net and Counseling, Mr. MacBain Mkandawire, acknowledged the value of information provided by the workshop allowing CSOs to have a better understanding of how they could work with the Bank and the IRM in Malawi. The participants made recommendations on how to increase awareness about the Bank's policies and the IRM in the country.

ETHIOPIA: ENSURING EFFECTIVE ACCOUNTABILITY AND TRANSPARENCY PROCESSES IN ADB'S FINANCED PROJECTS

In collaboration with the Ethiopia country office (ETFO) and the Ethiopian Economic Association (EEA), CRMU and the Bank's Integrity and Anti-Corruption Division (IACD) organized a national workshop on 1-2 December, 2009, in Addis Ababa, under the theme: "Ensuring Effective Accountability and Transparency Processes in ADB Financed Projects." The workshop was officially opened by H.E. Mr. Ahmed Shide, State Minister of Finance and Economic Development, H.E. Dr. Atsed Aseffa, Speaker of Addis Ababa City Council and Executive Committee Member of EEA and the Resident Representative of the Bank, Mr. Lamin Barrow. The objective of the event, which was attended by 70 representatives of the government institutions and CSOs, was to sensitize participants on the procedures and roles of the ADB's accountability mechanisms (IACD and IRM). The CRMU Director, Mr. Per Eldar Sovik, presented the mandate of IRM and its procedures in handling complaints received



from CSOs or individuals, and CRMU's outreach strategy in raising awareness among people about the mechanism. IACD Principal Investigation Officer, Mrs. Esther Onwuzuruike, presented ADB's strategies to reduce fraud and corruption in projects, and the Bank's whistle-blowing and complaint handling policy. Mr. Konneh Mohammed, IACD Senior Investigation Officer, presented the fraud and corruption indicators in management of Bank's projects. This is in addition to the presentation of H.E. Commissioner of Ethiopia's Anti-Corruption Commission, Mr. Ali Suleiman, on Ethiopia's anti-Corruption strategy, successes, challenges and the way forward. Finally the CSO paper delivered by Mr. Dawit Brhanu focused on the Corruption Diagnostic Baseline Survey (CDBS) of public services in Addis Ababa, which was conducted on behalf of Transparency Ethiopia in 2008.

COMMUNITY SENSITIZATION SESSIONS

CRMU co-organized five community sensitization sessions on the Community Information Guide which the Unit prepared in 2008 and intended to validate on basis of hands-on demonstrations. The table below details information about these community sessions.



LOCALITY/ COUNTRY	DATE	PARTNERS	Number of Partici-pants
Juja & Ruiru, Kenya	15-16 April 2009	Groots Kenya	50
Manyara & Nyayo, Tanzania	10-15 May 2009	Environment Media Network	65
Bakel, Senegal	18 June, 2009	ENDA-LEAD Senegal	40
Marrakech & Chichaua Morocco	21-22 December 2009	Center for Development of Tensfit Region	31

Internal Outreach



CRMU has in 2009 presented the IRM and its outreach strategy in seven sessions organized by the On-Boarding Program mentored by Bank's Human Resources Management Department which benefited 109 new staff of the Bank. In addition, CRMU organized five seminars for local staff at the Bank's country offices in Senegal, Ghana, Malawi, Kenya and Ethiopia. These presentations are important to engage the Bank's operational staff in disseminating information about the IRM to officials when they are on project missions. They also bear value for involving the staff in raising awareness of the IRM when consulting with the civil society and potential beneficiaries, namely the people who might be adversely affected by the Bank's financed projects. They also help the staff to better understand the issues of due diligence, adherence, and effective implementation of the Bank's policies and procedures. Finally, the presentations provide information which could be useful when the staff is involved in project(s) undergoing an IRM led problem-solving exercise or compliance review.

Outreach Tools

IRM Brochure

CRMU reproduced the IRM brochure and community guide in five languages (English, French, Kiswahili, Arabic and Portuguese).

IRM e-Newsletter

The four issues of the Newsletter in 2009 covered articles about the requests registered by CRMU, the CRMU outreach events, the IRM review, and articles prepared by African NGOs on accountability issues.



IRM Community Information Guide

CRMU validated the draft of the IRM Information Guide in five local community sensitization sessions detailed in the above table of this part of the report. The Guide is designed to enhance the capacity of NGOs and local communities to understand the application of the IRM rules and procedures.

CRMU NGOs Database

CRMU created a database of NGOs to facilitate access to organizations working in fields relating to the IRM mandate. At present the database contains 400 entries of NGOs based in thirty-two member countries of the ADB.

IRM Website

The IRM website accessible at www.afdb.org/irm is routinely updated and contains all information about the mechanism's procedures, registered requests and all related statements of the decisions of the Boards of Directors and/or the President of the Bank Group.

Outreach Targeted Goals in 2010

- Organize community and CSOs sessions in which IRM's Community Information Guide will be utilized.
- Convene national workshops in member countries including: Mali, South Africa, Angola and a sub-regional workshop dedicated for the West Africa countries.
- Finalize the IRM Staff guide, incorporating possible changes to the IRM operating rules and procedures.
- Present IRM to new staff within the Bank's On-boarding program.
- Organize a series of internal meetings with the Bank's management and staff, to explore the possibilities of including IRM information in the Bank's project documents such as appraisal reports, environmental and social impact assessments and loan agreements.
- Disseminate the results of the IRM review in specialized seminars for the Bank's staff and the CSOs.

CRMU Staff

Mr. Per Eldar Sovik, Director



Mr. Sovik was appointed as the first Director of the Compliance Review and Mediation Unit (CRMU) in 2006. He is in charge of the management of the IRM, including: the assessment of eligibility of requests, the problem-solving (mediation) process, outreach activities and monitoring. He is also a permanent member of Compliance Review Panels. He directly reports to the President and the Bank's Group Boards of Directors. He held management positions for over 33 years in private and public sectors in Norway, Finland and different African countries: Ethiopia, Ghana, Kenya, Sudan, and Zambia. Before joining the Bank, Mr. Sovik worked for almost 10 years with the Nordic Development Fund and as a Vice President of the Fund for six years (2000- 2006). He has extensive experience in project management, economics and financial analysis, and project and institutional evaluations. Besides the university degrees in economics, finance, and management from Norway, he has obtained a Master Degree in development economics from the University of Manchester, in England.

Mrs. Adila Abusharaf, Principal Compliance Officer



Mrs. Abusharaf joined the Bank in 2007. She gives support to the director in coordination of the outreach activities, the assessment of requests, preparation of CRMU annual strategic and financial documents, the compliance review and mediation. Her over 15 years of experience in international development obtained from the positions she held with the International Development Research Center (IDRC), University of Toronto, and York University in Canada, as well as, when she was a regional program officer at the Center of Arab Women for Training and Research based in Tunisia and as a lawyer in Sudan. Her work and publications focus on: foreign direct oil investment, compensation, local governance, conflict-resolution, and gender-equity and cover: Algeria, Cameroon, Egypt, Mauritania, Morocco, Nigeria, Tunisia, and Sudan. She obtained her Doctorate on Juridical Studies from the University of Toronto in 2000 in private international law of transnational litigation and dispute resolution of oil pollution claims.

Ms. Grace Kimani, Senior Compliance Officer



Ms. Grace Kimani joined the Bank in June 2009. She gives support to the director in the assessment of requests, coordination of outreach activities, collection and analysis of Bank policies and procedures applicable to requests registered by CRMU, and preparation of problem-solving activities. She has experience in environmental matters having worked for 5 years with the National Environment Management Authority (NEMA), Kenya, in the legal department before joining the Bank. She is an environmental lawyer with a Master of Laws' degree (LL.M) in Environment and Natural Resources Law and a Bachelor of Laws degree (LL.B) both from the University of Nairobi. She holds a Postgraduate Diploma in International Environmental Law from the United Nations Institute of Training and Research (UNITAR). Her work experience is mainly on sustainable biodiversity management,

climate change, hazardous waste/chemicals and environmental legislative drafting. She participated in drafting subsidiary legislation for Kenya in conservation of biodiversity, water, waste, chemical, ozone depleting substance management and noise and air pollution control.

Miss. Amira Dhaouadi, Team Assistant (on study leave until October 2010)



Miss Dhaouadi joined CRMU in 2007. She is responsible for technical management of IRM communication systems and materials (the website, brochures and newsletter). She is also responsible for the: procurement, logistical support of workshops, and the budget coordination. She gives support to the director in the administration of the IRM Roster of Experts and consultants. She is enrolled in the Masters Program at Higher School of Electronic Commerce of Manouba, Tunisia. Her thesis is on international e-procurement. Before CRMU, she worked with international companies in Tunis. Miss Dhaouadi is currently on annual leave as enrolled in a post-graduate program at international commerce center in Paris, France.

Mrs. Dede Jacqueline Djedjero (Senior Secretary)



Mrs Djedjero Dede Jacqueline joined CRMU in April 2009 as Senior Secretary. She provides administrative support to the Director and the other members of the team. She is trained as Bilingual Assistant and translator, English/French. She helps CRMU with proof-reading of translated documents. She assists with procurement and logistical support as well as payment of consultants and the IRM Experts and follow-up on budget. She has long experience in the Bank by working with different departments, including operations where she had spent more than 10 years; the last of which is with the Human Development Department, comprising Health, Education and Poverty Alleviation.

Mr. Cheker Selmi (STS)



Mr. Cheker joined CRMU in October 2009. He is responsible for technical management of IRM communication systems and materials (the website, brochures and newsletter); in addition to the delivery of the IRM administrative duties and provides the logistical support for the CRMU outreach activities. Mr. Cheker graduated with high diploma on information technology from the Faculty of Sciences in Tunis. Before joining CRMU he worked for two years with SIGMA Informatique a private company where he was in charge of developing PowerBuilder and Oracle software.

IRM Roster of Experts

Dr. Madiodio Niasse, Chairperson



Dr. Niasse, is (since November 2008), the Director of the International Land Coalition (ILC), an independent organization hosted by IFAD in Rome, Italy. Before this position, he was serving as Research Director with Institut de Recherche pour le Développement (IRD), Montpellier, France. Dr. Niasse holds a Doctorate in Environmental Sciences and a Master's degree in Geography, both from the University of Dakar, Senegal. His post-doctoral work experience includes: (a) four years (1988-1992) of research activity on the impacts of dams in the Senegal River Basin; (b) seven years (1992-1998) with USAID in Dakar (Senegal) and in Abidjan (Cote d'Ivoire) as Social Sciences Advisor; (c) two years (1998-2000) as Senior Advisor with the World Commission on Dams (Cape Town, South Africa); (d) four years (2001-2005) as Regional Coordinator of Wetlands and Water Resources Programmes with IUCN-West Africa Office based in Ouagadougou, Burkina Faso. From April 2005 to January 2009, Dr. Niasse was the chairman of GWP/West Africa Global Water Partnership (GWP/WAWP). He has a direct short- and long-term work experience in more than 10 African countries, including Benin, Burkina, Guinea, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal, South Africa, Zambia, and Zimbabwe. He has published extensively on various subjects related to the environmental, socio-economic and institutional aspects, with special emphasis on issues such as wetlands and river basin/water resources management; climate change; land tenure; farming systems; and conflict management.

Dr. Maartje van Putten, Member



Dr. van Putten is the vice-chair of the European Center for Development Policy Management (ECDPM), a member of the supervisory board of the Royal Tropical Institute in the Netherlands and an advisor on Accountability Mechanisms for private financial institutions. She was a member of the World Bank Inspection Panel (1999-2004), and the European Parliament (1989-1999). She is trained as a journalist, and holds a master degree on management in the field of community work from the Social Academy in Amsterdam. She obtained in 2006 her Doctorate degree from Tilburg University Netherlands in cooperation with McGill University in Montreal, Canada. Her PhD thesis is entitled 'Policing the World: Accountability Mechanisms for Multilateral Financial Institutions and Private Financial Institutions', which has been published in a book in 2008. Dr. van Putten has also published several articles and a book on Globalization. Her experience with the media includes producing radio programs on poverty, feminization of poverty, North-South relations, the informal sector, child labor, grass-roots organizations, and globalization of the labor market and directing a TV documentary on globalization. She is the founder of a Dutch NGO focusing on the living conditions of children, and has been a staff member of the Evert Vermeer Foundation working on international solidarity. As a member of the European Parliament she reported on: the effects of the General Agreement on Tariffs and Trade on developing countries, legal basis for the EU budget lines for development aid to Asia and Latin America, the Tropical Forest budget line, the EU policy on the rights of Indigenous Peoples, the EU chocolate

directive ("position cocoa farmers") or the budget line for integration of environment into development.

Prof. Daniel D. Bradlow, Member



Prof. Bradlow is the SARCHI Professor of International Development Law and African Economic Relations at the University of Pretoria, South Africa and a Professor of Law and Director of the International Legal Studies Program at American University Washington College of Law (WCL) in Washington, D.C. He is a member of the Board of Directors of ILEAP (International Lawyers and Economists Against Poverty) and of the Governing Board of the African Law Institute. His current scholarship focuses on the international financial institutions, creative financing for development, international legal aspects of sustainable and equitable development, and the legal aspects of debt and financial management. He has worked as a Senior Special Fellow in the Legal Aspects of Debt and Financial Management Programme of the United National Institute on Training and Research (UNITAR), a Consultant to the World Dams Commission, MEFMI (The Macroeconomic and Financial Management Institute for Eastern and Southern Africa), Pole-Dette, the World Bank, the African Development Bank, UNESCO, the United Kingdom's Department for International Development and the MacArthur Foundation. He served as a member of the International Law Association's Committee on Accountability of International Organizations and is currently the Co-Rapporteur of the International Law Association study group on the same topic. In 1996 he was a Visiting Professor at the Community Law Centre at the University of the Western Cape, South Africa. He has lectured in the United States and many countries in Africa, Asia and Latin America on both the public and private aspects of international economic and financial law and on the negotiating and structuring of international economic transactions.

Prior to joining WCL, Professor Bradlow was a Research Associate at the International Law Institute and a consultant to the United Nations Centre on Transnational Corporations, as well as an attorney in private practice. His publications include books and articles on international financial law, the international financial institutions, foreign investment, inspection mechanisms in international financial institutions, regulatory frameworks for water, dams and dam safety, globalization and its implications for global economic governance and the changing responsibilities of the World Bank and the IMF in the management of the global economy. Professor Bradlow holds degrees from the University of Witwatersrand in South Africa, and Northeastern University and Georgetown University in the USA and is a member of the New York and District of Columbia Bars.

Fincancial Matters
CRMU 2009 Budget and Costs in Unit of Accounts (UA)

Budget Items	2009 Original Budget	Actual Cost
Salaries CRMU staff	257,644	252,779
Missions	88,369	94,021
Public Relations, Meetings, etc.	70,800	58,974
Experts and Review Missions	401,250	82,717
Consultants	105,635	32,148
Total	923,698	520,639

CRMU Outreach Strategy

CRMU Outreach Strategy

1. **The objective**: The outreach activities of the Compliance Review and Mediation Unit (CRMU) aim at raising awareness of the existence and the functioning of the Independent Review Mechanism (IRM) and to equip communities affected by Bank financed projects with knowledge and skills to engage in a constructive dialogue with the Bank and, if felt necessary, to access and benefit from the IRM.

To realize its outreach objective, CRMU has set various goals and strategies: The primary goal is to sensitize and equip Civil Society Organizations (CSOs)[2] to pass on information to local communities. To attain that, CRMU provides information to CSOs to enhance their knowledge of accountability issues and fosters dialogue amongst them with the aim of building strong networks of CSOs that share common goals. CRMU also emphasizes the importance of civil society consultation and engagement in the project cycle, and induces Bank staff, Project staff and government officials to inform project beneficiaries about the IRM. To enrich its work, CRMU seeks to learn from the experiences of CSOs and other Accountability Mechanisms to improve and extend its outreach activities. Finally, CRMU continuously reports on and evaluates the IRM activities to align its activities with the needs and expectations of different stakeholders.

2. **The approach**: To reach out to local communities affected by Bank-financed projects, CRMU applies a multi-channel approach and a wide variety of instruments. The various channels inter alia include Bank staff, CSOs and Governments, all of which are likely to intercommunicate with projects' affected communities. The manifold instruments developed by CRMU to raise awareness and increase the knowledge of the IRM range from various publications to customized workshops, seminars and meetings. The latter events are designed to facilitate the exchange of experiences and ideas as well as a way to establish networks on accountability issues.

Since becoming operational, CRMU has produced brochures in five languages (English, French, Arabic, Portuguese and Kiswahili), an e-newsletter published quarterly in English and French and developed the IRM's website (www.ADB.org/irm) accessible in both English and French and incorporated in the Bank's homepage. The IRM website includes information about the mechanism, the registry of requests which includes compliance review reports and decisions taken by the President or the Boards, IRM rules and procedures, links to Bank policies and a news and events section inter alia reporting on CRMU outreach activities.

CRMU also plans to expand its instruments by a staff-oriented brochure and an information kit directed at CSOs for use in their dialogue with local communities. Moreover, CRMU is presently advocating the inclusion of information about the IRM as mandatory to project documents such as Project Appraisal documents (PA), Environmental and Social Impact Assessment (ESIA) and legal lending/grant Agreements.

For complete list of the instruments deployed by CRMU in its outreach efforts and their status please refer to annex 1.

3. **Partners**: CRMU cooperates internally and externally in order to create synergies to maximize its outreach goals. Internally, CRMU coordinates and jointly organizes workshops and seminars with different Bank's Divisions and Departments such as the Integrity and Anti-Corruption Division, the NGO Coordinator (OSUS), Operations Evaluations (OPEV), the Department for Governance, Economic and Financial Reform

[2] In the present paper the term CSO is used synonymously with Non-Governmental Organization (NGO).

(OSGE) and Country Offices. CRMU also cooperates with relevant national authorities and Accountability Mechanisms from other International Financing Institutions such as the World Bank Inspection Panel, the Compliance Advisor Ombudsman of the International Finance Corporation (IFC), the Inspector General of the European Investment Bank (EIB) and the Accountability Office of the Overseas Investment Corporation (OPIC).

4. **Challenges**: In the course of implementing its outreach strategy, CRMU faces several challenges, among which are: identifying affected local communities living in remote projects' areas, language barriers and low literacy rates in certain areas. This is in addition to the cultural and social issues, notably the community and/or tribal structures which influence the effectiveness of reaching out to the potential beneficiaries of the mechanism. Local communities often encounter difficulties to access general information about Bank projects and policies, partly because of their constrained internet access and the limited dissemination of information about Bank's operations at the local level. Furthermore, the experience of CSOs' work with accountability issues is yet at its infancy, possibly compounded by the reluctance of both CSOs and the Bank to engage in a constructive dialogue. Another crucial challenge for CRMU is to build trust among the affected communities and the Bank staff in the IRM.

CRMU tries to overcome these challenges by constantly evaluating and improving existing outreach instruments and by tailoring new ones. However, in order to be effective, CRMU depends on the support of all stakeholders, especially Bank staff, CSOs and Governments to engage in a regular dialogue with CRMU, to share experiences and ideas, and to pass on information about the IRM to project affected communities and the public at large.

African Development Bank
The Independent Review Mechanism
Temporary relocation agency – PO Box 323
1002 Tunis Belvédère, Tunisia
Tel.: +216 7110 2056 – Fax: +216 7110 3727
E-mail: crmuinfo@afdb.org – Website: www.afdb.org/irm



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