IRM
Independent Review Mechanism

The Independent Review Mechanism

African Development Bank

Annual Report 2010



African Development Bank
Compliance Review and Mediation Unit

The Independent Review Mechanism

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



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Executive Summary

The Independent Review Mechanism (IRM) was established, in 2004, by the Enabling Resolution of the Boards of Directors of the African Development Bank (ADB) Group, and the IRM has been operational since the appointment of the Director of the Compliance Review and Mediation Unit (CRMU) in 2006.

In 2010, the IRM's functions and activities key results are described below.

In accordance with the requirements of the Enabling Resolution, ADB undertook in 2009/2010 the first review of the performance of the IRM. Several of the amendments proposed by this review were approved by the Boards of Directors on 16 June 2010. The key elements of the amended Operating Rules and Procedures of the IRM are threefold. First, these Rules have strengthened the independence of the IRM by providing that the appointment of the Director of CRMU, who administers the IRM, be made by the President with the concurrence of the Boards of Directors. Moreover, to avoid potential conflict of interests, the amended Rules exclude the Director of CRMU from participating in compliance review panels established to investigate allegations of harm due to non compliance with the policies and procedures of the ADB. Accordingly, the review panels will be formed by only the three members of the IRM Roster of Experts. Second, the new Rules have enhanced the accessibility to the IRM by permitting the requestors to use any means at their disposal to submit complaints, allowing the Boards of Directors to refer projects to IRM for compliance review or problem-solving and requiring the Bank to include information about the mechanism in its policies and the project documents. Third, the amended Rules have enhanced the effectiveness of the compliance review by requesting the Bank's Management to prepare a response to the compliance review reports and an action plan for mitigating the inflicted harm on people and the environment, ultimately to bring the project complained about into compliance with the policies and procedure of the ADB.



With respect to the handling of the complaints, CRMU in 2010 registered two new requests received from local NGOs, communities, and groups of individuals. The first request is about the Marrakech-Agadir Motorway Project in Morocco. It was registered in July 2010 for problem-solving which is on-going and involves the requestors, the Bank and the Moroccan Motorway Authority (la Société Nationale des Autoroutes du Maroc - ADM). The second request is about Medupi Power Project in South Africa which was registered in October 2010 for compliance review. The Director of CRMU and the IRM Experts carried out, in December 2010, the eligibility assessment of the request and will submit their report to the Boards of Directors for consideration in early 2011.

For the requests registered for problem-solving in 2009, the Director of CRMU submitted two reports, including his recommendations, to the

ADB's President with a copy to the Boards of Directors and the requestors in March and September 2010 respectively. The first report relates to the problem-solving exercise of the request about the Combined Cycle Power Plant Project in Egypt. This exercise involved the requestor, an NGO which also represented business owners and a group of Bedouins, the ADB, and the project promoter, the Egyptian Electricity Holding Company (EEHC). Paying due regard to the demand of the complainants to discontinue the exercise and upon receipt of official information that the project was going to be relocated, the Director of CRMU decided to terminate the problem-solving exercise and close the request. The second report relates to the problem-solving exercise of the request about Gibe III Hydroelectric Project in Ethiopia submitted by Friends of Lake Turkana, a Kenyan NGO. The exercise involved the requestors and the Bank, and resulted in the Bank's commissioning of two additional studies; the first one on the potential impact of the Gibe III dam on Lake Turkana, and the second one on public consultations with communities in the Lake Turkana area. Upon the demand of the ADB to discontinue the problem-solving exercise and based on official information that the Bank had been informed that the Ethiopian government was no longer pursuing financing of the project by ADB, the Director of CRMU decided to conclude the mediation exercise.

Regarding the earlier requests registered for compliance review, the Director of CRMU submitted to the President, in November 2010, the eligibility report of the second request about Gibe III project submitted in 2009 by international NGOs representing people in Ethiopia. In his report, the Director concluded that the request is ineligible for a compliance review since ADB will not finance the project. In accordance with the IRM Rules, the Director referred the request to the Chairperson of the IRM's Roster of Experts for an independent determination of the eligibility of the request. The Chairperson's report, also submitted to the President in November 2010, concluded that the request is ineligible for compliance review. The ADB President accepted on 12 November, 2010, the recommendations of the said eligibility reports. The Boards of Directors and the requestors were duly informed.

For the request about the Bujagali Hydropower and Interconnection projects in Uganda, which was registered in 2007, the second IRM monitoring mission took place in May-June 2010, to assess the progress of the implementation of the recommendations of the compliance review report of 2008 and the Bank's Management Action Plan of 2009. The monitoring mission report was submitted to the Boards of Directors and the Bank's Management in July 2010, highlighting concerns about compensation of some of the people affected by the transmission line, the mitigation of cultural and spiritual issues and the implementation of the Kalagala offset agreement in accordance with the Sustainable Management Plan.

To strengthen the IRM problem-solving function, CRMU hired, in November 2010, the Dispute Resolution Center in Kenya to prepare a Problem-Solving Guide, compile a list of mediators and conflict resolution centers with experience in Africa, and deliver training on the Guide for CRMU staff. The Guide will combine the IRM problem-solving rules, international best practices and successful customary norms in order to be considered in the mediation of complaints handled by CRMU.



Regarding the outreach activities, CRMU organized two sub-regional awareness workshops in Cameroon and South Africa, and participated in four national seminars in Mali,

Senegal, South Africa, and Uganda. The events were attended by 78 CSOs and 107 government officials from twenty five (25) regional member countries of the ADB. In collaboration with the Bank's country office and two CSOs, CRMU organized three local community sessions in Malawi on stakeholders' participation in project development and the role of IRM. At the institutional level, CRMU organized a seminar to present the results of the IRM Review, and participated in several events to inform the Bank staff of the mechanism. CRMU has also prepared a new staff brochure, and translated the CRMU community kit into two languages, namely, Chichewa spoken in Malawi and Mandingo spoken in Mali.

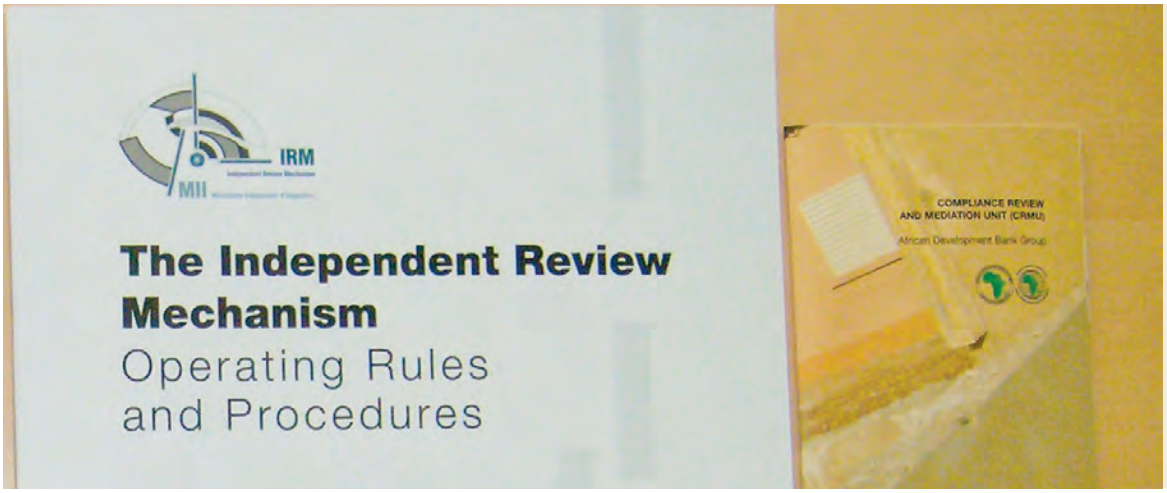
The Director of CRMU and two of the IRM Experts participated in the 7th annual meeting of the Independent Accountability Mechanisms (IAMs) of IFIs which was organized in June 2010 by the Examiners for Environmental Guidelines of the Japan Bank for International Cooperation (JBIC) in Tokyo, Japan. These annual events are convened for the principals of the IAMs to learn from each others' experiences in order to improve their performance and to promote accountability in their respective institutions.

Finally, the ADB Boards of Directors appointed on 23 June, 2010, Dr. Richard Bissell as a member of the IRM Roster of Experts, and on 17 September, 2010, Professor Daniel D. Bradlow as the Chairperson of the Roster.




AND

General Information about the IRM



The Establishment

The IRM was established by the Bank Group Boards of Directors' Enabling Resolution of 30 June 2004. However, it became operational in mid-2006 upon the appointment of the first Director of the Compliance Review and Mediation Unit (CRMU) that administers the mechanism. The IRM Operating Rules and Procedures were approved by the Boards of Directors on 27 July, 2006, and amended on 16 June, 2010. 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 a non-renewable term of 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'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 it only intervenes when the project affected people or communities submit a complaint to CRMU. In this respect, the IRM can be considered as the last resort for people affected by a project financed by the Bank to have their complaints handled and responded to at the highest decision levels of the Bank in case the requestors could not resolve their problems with the Bank's Management and staff in the first place.

The Review of the IRM

The performance of the IRM was reviewed in 2009/2010, and the proposed amendments of the IRM Rules were endorsed by the Boards of Directors on 16 June, 2010. Essentially, the review, in light of the experience of the mechanism within the last three years of performance, recommended changes to enhance the effectiveness of the IRM which can be summarized as follow:

To enhance the independence of the IRM, the new Rules provide that the Director of the CRMU be appointed by the President with the concurrence of the Boards of Directors. To avoid potential conflict of interests in cases where a complaint is referred to compliance review after being handled by the Director of CRMU through a problem-solving exercise, the amended Rules exclude the Director from participating in compliance review panels. Review panels will subsequently be formed by only the three IRM Experts to investigate allegations of harm on people and the environment as a consequence of non-compliance with the Bank's policies and procedures.

For facilitating access to the IRM, the requestors can use any means at their disposal to submit their complaints to the IRM, and the Boards of Directors can request the IRM to conduct a compliance review or problem-solving exercise. The outreach activities have been included as an important part of CRMU's functions, and it has become a requirement that IRM information shall be included in the Bank's policies and project documents.

To enhance the effectiveness of the compliance review, according to the revised IRM Rules, the Bank's Management shall prepare a response and an action plan to address the instances of identified non-compliance issues and how to mitigate interlinked harm inflicted on people and the environment as recommended by the Compliance Review Panels.

The Functions

The IRM has two main functions: Problem-Solving (mediation) and Compliance Review. CRMU is inter alia responsible for receiving, assessing and registering complaints, participating in the eligibility review of the complaints, undertaking problem-solving exercises and coordinating outreach activities. Together with the IRM Experts, the Director of CRMU shall assess the eligibility of requests for compliance review. However, the compliance reviews panels, authorized by the Boards or the President to conduct investigation of allegations of non-compliance with the Bank's policies and procedures and potential harm inflicted on people and the environment, are composed of the three members of the IRM Roster of Experts. The Panels can make recommendations to the Bank Group's Boards of Directors, President and Management on remedial actions to be undertaken by the Bank to bring projects under investigation into compliance with the policies of the Bank. It can also propose changes to the Bank Group's systems or procedures to avoid the recurrence of similar violation of the Bank's policies that caused harm to people and the environment. The IRM, subject to the Boards' or the President's authorization on a case by case basis, is also mandated to monitor the implementation of the recommendations resulting from a compliance review and Bank's Management action plan. CRMU is mandated to monitor the implementation of resolutions agreed upon in a problem-solving exercise.



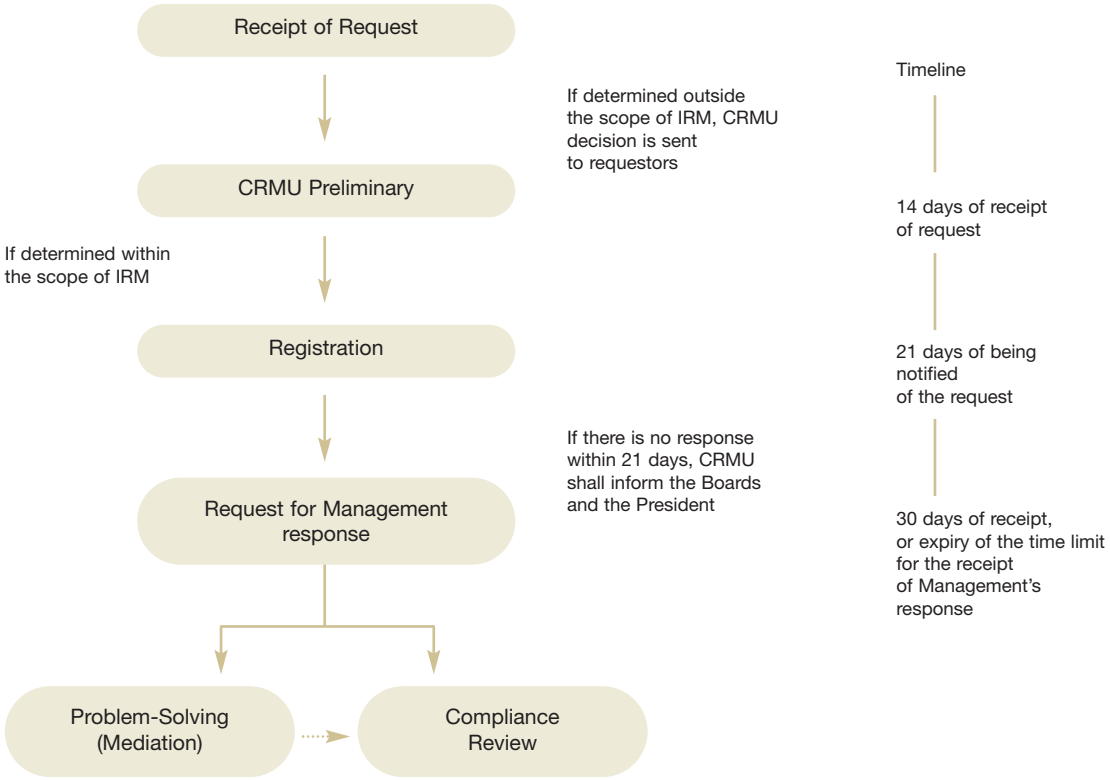
The IRM operates under a set of transparent procedures, especially those governing public disclosure of information. The IRM Rules mandate CRMU to disseminate information to the public by publishing on the Bank's website all reports and summary of decisions on requests handled by the mechanism. The independent and transparent procedures of the IRM are considered the guiding principle to ensure credibility of the mechanism.

The Requests Handling Procedures

The IRM Operating Rules and Procedures provide the requirements for submission of requests and for their handling by CRMU within specified periods of time. In general terms, within 14 working days of the receipt of a request, the Director of CRMU shall conduct a preliminary review to determine whether the request falls within the mandate of the IRM, and whether it contains a bona fide allegation of harm arising from a Bank-financed operation. If the request falls within the mandate of the IRM, the CRMU shall register it either for problem-solving and/or compliance review. CRMU shall immediately inform the requestors and the Bank Group's Boards of Directors, President and Management. Within 21 working days of the notification of the registration of the request, the Management shall provide CRMU a response with evidence that it has complied with, or intends to comply with the Bank's applicable policies and procedures to the project complained about. A copy of the Management Response shall be sent to the requestors for information.

Within 30 days of the receipt of the Management response, the Director of CRMU shall either start a problem-solving exercise or together with the IRM Experts assess the eligibility of the request for a compliance review. If the request is eligible, the Director and the Experts shall make a recommendation to the Boards or the President to authorize the compliance review. Box 1 illustrates the steps of processing the requests.

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



The Problem-Solving (Mediation)

The purpose of the problem-solving is to restore an effective dialogue among the requestors, the Bank and any other interested party with the view of resolving the issue(s) underlying the request.

When considering whether or not to undertake a problem-solving exercise (mediation), 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.

CRMU could utilize several problem-solving techniques such as fact findings, mediation, conciliation and dialogue facilitation. The problem-solving reports prepared by the Director of CRMU should be submitted to the requestors, the Bank's President and Boards of Directors, the Management and any other interested parties. In the case that the exercise has not reached a satisfactory conclusion within three months, the Director of CRMU will declare it unsuccessful and report the reasons for his decision in the problem-solving report. Regardless of the outcome of the exercise, the Director of CRMU can recommend to the President or the Boards of Directors that a compliance review should be undertaken to investigate any instances of non-compliance with the Bank's policies and procedures identified during the problem-solving exercise.

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 is likely to be caused to the project affected people and the environment.

When the request is registered for compliance review, there are several steps to be followed when determining its eligibility. First, the Director of CRMU and the IRM Experts will review the request and the corresponding response of the Bank's Management, and if found necessary, undertake a mission to the project area to verify the factual situation. If the Director and the Experts identify prima facie evidence of possible harm to be inflicted on the project affected people and the environment resulting from non-compliance with the Bank's policies and procedures, they shall prepare an eligibility report incorporating recommendations to undertake a compliance review. Second, with respect to any request in which the requestors demand a compliance review, but the request is otherwise processed through a problem-solving exercise and the Director of CRMU does not recommend it for a compliance review, the Director shall refer such a request to the IRM Experts to reassess the eligibility and report their recommendations to the President or the Boards. Third, the eligibility report prepared by the Director and the IRM Experts shall be submitted for consideration and approval to the President in case of projects under consideration for financing by the ADB, and to the Boards of Directors for approved projects. Fourth, the requestors shall immediately be notified of the decision of the President or the Boards of Directors, and the eligibility report (including a copy of the request and the Management Response) together with the decision of the President or the Boards shall promptly be disclosed to the public by posting it on the website of the Bank Group. (www.afdb.org/irm).

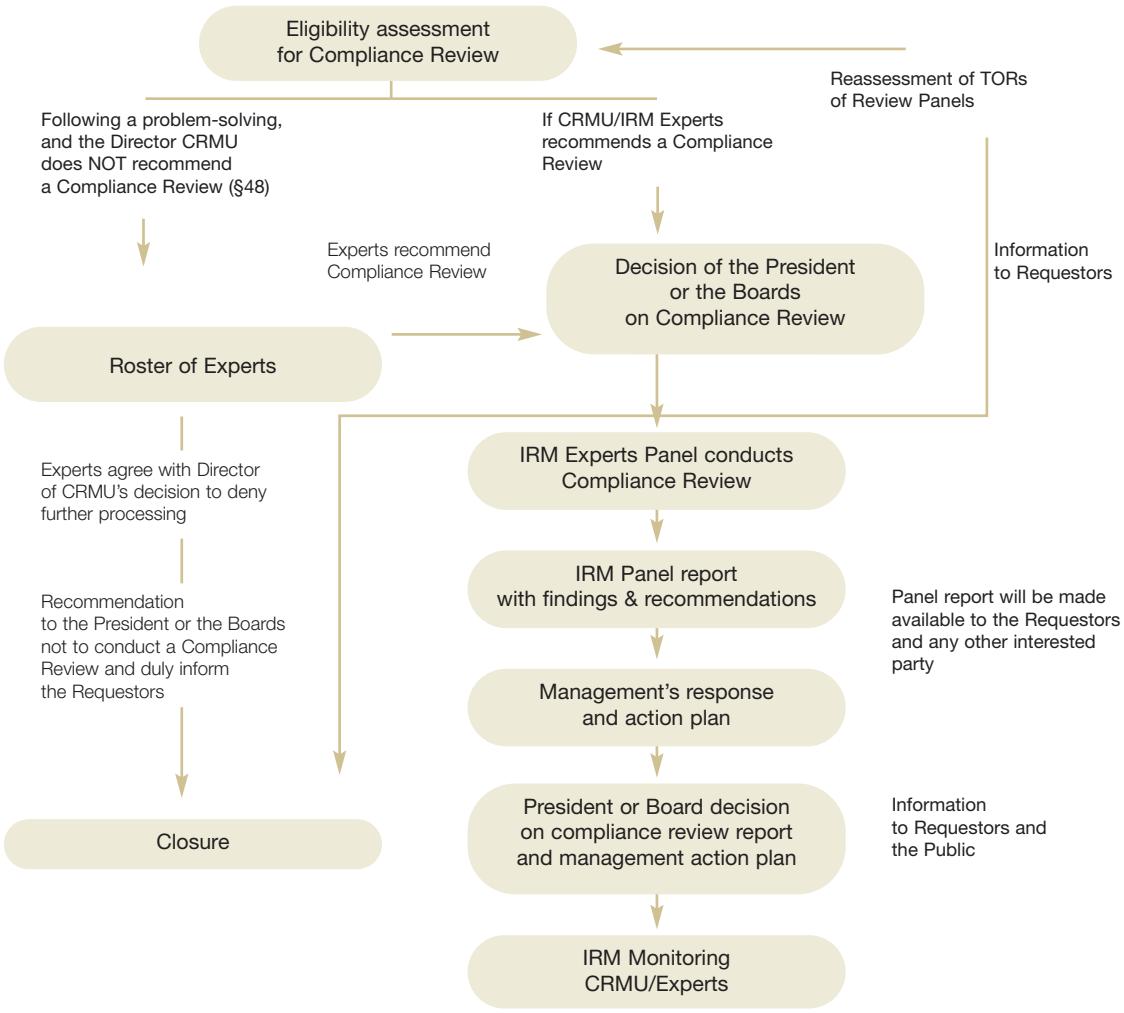
Subject to the authorization of the President or the Boards of Directors, a compliance review shall be undertaken by a Review Panel comprising the three IRM Experts. The Panel shall prepare a report including its findings and recommendations which shall be distributed to the President, the Boards of Directors, the Management and the requestors. Within a period not exceeding 90 days after receipt of the Review Panel's report, the Bank's Management shall prepare and submit to the President, the Boards of Directors and CRMU a response and action plan wherein the Management addresses the findings of the Panel and explain how it will implement the recommended changes. The President or the Boards, as the case may be, shall decide whether or not to accept the IRM compliance review report and the Management's response and action plan. Their decision shall immediately be communicated to the requestors and published on the website of the Bank Group.

Subject to the acceptance of the President or the Boards of Directors, the IRM will monitor the implementation of the recommendations of the compliance review report and the Management action plan, and report its findings to the Bank's Boards, President and Management.

The eligibility assessment and the compliance review steps are illustrated in Box 2.



Box 2: Eligibility of Request and Compliance Review





Requests

IRM Register of Requests

The IRM Register of Requests includes information about the complaints received by CRMU, and the actions undertaken during their handling process. Each of the requests is classified in the registry by number and date of registration, the name of the project complained about and the country where it is located and the IRM function under which the request is being processed (i.e. problem-solving and/or compliance review). The register is regularly updated and can be accessed at the website of the Bank Group (www.afdb.org/irm).

Register of Requests (by 31 December, 2010)

No.	Request no. (date registered)	Country	Project	Status
6.	RQ2010/2 (7 October, 2010)	South Africa	Medupi Power Project	**Registered for compliance review**. The Director of CRMU and the IRM Roster of Experts conducted an eligibility mission and prepared their report in December 2010 to be distributed to the Boards of Directors for consideration in early 2011.
5.	RQ 2010/1 (29 July, 2010)	Morocco	Construction of the Marrakech–Agadir Motorway	**Registered for problem-solving**. CRMU conducted its first site mission on 11-15 October 2010 to Marrakech. The requestors, ADB and ADM signed an action plan to remedy harm to people's lands, houses and access to water and passages to the other side of the highway. The problem-solving exercise is on-going.
4.	RQ2009/2 (15 July, 2009)	Egypt	Nuweiba Combined Cycle Power Plant	**Registered for problem-solving**. The problem-solving report by the Director of CRMU was issued on 26 March 2010, which upon request of complainants and their belief that the project would be relocated, declared that the problem-solving exercise is discontinued.
3.	RQ2009/1b (22 July, 2009)	Ethiopia	Gibe III Hydroelectric Power Project	**Registered for compliance review**. The eligibility report of the Director of CRMU was issued on 1 October 2010 and the eligibility report of the Chairperson of IRM Roster of Expert of 20 October 2010 both determined that the request is ineligible for compliance review since the ADB will not finance the project.
2.	RQ2009/1 (26 March, 2009)	Ethiopia	Gibe III Hydroelectric Power Project	**Registered for problem-solving**. Three mediation meetings between the requestors and the Bank were facilitated by CRMU during June-October 2009 in Nairobi, Kenya. Two studies on the Hydrological Impact of the Gibe III dam on Lake Turkana and Public Consultations with Turkana Communities were commissioned by the Bank. Upon request by ADB for discontinuation of the problem-solving exercise since the Bank will not finance the project, the Director of CRMU concluded the problem-solving exercise and prepared on 2 September 2010, a report describing the process and the outcome of the exercise.
1.	RQ2007/1 (16 May, 2007)	Uganda	Bujagali Hydropower and Interconnection Projects	**Registered for compliance review**. The compliance review panel report was approved by the Boards on 9 July 2008. The Management Action Plan to address non-compliance instances was presented to the Boards on 22 May 2009. The first IRM monitoring was conducted in May 2009. The second monitoring was conducted in May-June 2010 and its report was submitted on 28 July 2010 to the Boards and the Management to address outstanding issues.

It is worth noting that CRMU did not register a request received in October 2010 from individual citizens since it had raised issues relating to fraud and corruption. Accordingly, CRMU forwarded the said request to the Bank's Integrity and Anti-Corruption Department.

Compliance Review and Problem-Solving Cases

RQ2010/2: Medupi Power Project, South Africa



CRMU received on 28th September, 2010, a request to investigate possible violation of the Bank's policies and procedures with regard to the Medupi Power Project of the Republic of South Africa. The Request was submitted by two South African nationals, who requested that their identities be kept confidential throughout the investigations and outcomes in accordance with paragraph 8 of the IRM Rules. The Director of CRMU granted such confidentiality, and agreed with the requestors on how to handle their confidentiality in the processing of their request, which was registered on 7 October, 2010 for compliance review. The requestors complain about the project's environmental and social impact and the procurement process. The Management response was submitted to CRMU on 4 November 2010. The Director of CRMU and the Chairperson of the IRM Roster of Experts conducted the eligibility mission on 30 November-6 December 2010 to verify the factual situation. The request eligibility report will be submitted to Boards of Directors for consideration in early 2011.

RQ2010/1: Construction of the Marrakech– Agadir Motorway, Morocco

CRMU received a request regarding the Marrakech–Agadir Motorway Project in Morocco in July, 2010. The Request was submitted by Centre de Développement de la Region de Tensift (CDRT) on behalf of the Chichaoua Province Development and Law Association and other groups of people. The complaint relates to the negative impact of the project on the Chichaoua – Imintanout section of the motorway. The requestors alleged that due to construction work, the blasting damaged some houses; the graveling destroyed agricultural lands, and access to water and social services is constrained due to the inadequate pass ways or the congested underpasses with stones piled by construction work. The request was registered on 29 July 2010 for problem-solving. The Management response was submitted to CRMU on 31 August 2010, including an action plan that the Bank had discussed together with the project promoter ADM and the requestors to mitigate the negative impact of project. CRMU conducted a site mission on 11-14 October, 2010, and held a meeting between the requestors, the Bank and ADM where the parties signed a time-bound agreement to implement works and actions to: restore destructed lands, repair the house of one requestor affected by the blasting, and facilitate the access to water and passages across the motorway. These actions are expected to be



completed by end of January 2011, and CRMU will finalize its problem-solving report in the first quarter of 2011.

RQ2009/2: Nuweiba Combined Cycle Power Project, Egypt

CRMU received the request about the Nuweiba Combined Cycle Power Project in Egypt on 25 June, 2009, and registered it on 15 July, 2009, for problem-solving. The request was submitted by Hemaya NGO, also representing business communities in Nuweiba and a group of Bedouins. The requestors demanded the relocation of the proposed power plant due to its potential negative impact on the marine life, the local eco-tourism, and the livelihoods of Bedouins who earn their income from tourist activities. CRMU conducted a fact-finding mission on 24 September - 2 October, 2009, and facilitated a scoping meeting attended by the Bank, the requestors and the project sponsor, Egyptian Electricity Holding Company, on 24 - 25 October, 2009, in Nuweiba. The Director of CRMU, upon the request of the complainants and based on the official information that the project will be relocated, decided to discontinue the problem-solving exercise and submitted his report to the President and the Boards of Directors on 26 March, 2010.

RQ2009/1: Gibe III Hydroelectric Project, Ethiopia

CRMU received this request about Gibe III Hydroelectric Project in Ethiopia on 5 March, 2009. The request was submitted by the Friends of Lake Turkana (FoLT), a local NGO based in Kenya representing some of the Lake's Communities. The request was registered by CRMU on 26 March, 2009, for problem-solving. It inter alia raised concerns about the inadequate studies on the Gibe III dam's impact on Lake Turkana, and the lack of consultations with the people living along the Lake. Under the problem-solving exercise, CRMU facilitated and mediated three meetings, during June – October, 2009, between the requestors and the Bank. As a result, the ADB undertook additional studies on the Project's Hydrological Impact on Lake Turkana and Public consultations with Turkana communities. Upon the request of the Bank and its statement that it will not finance the project, the Director of CRMU concluded the mediation, and submitted, on 2 November, 2010, his report to the President with copy to the Boards and the requestors describing the process and the outcome of the exercise.

RQ2009/1b: Gibe III Hydroelectric Project, Ethiopia

CRMU received the second request about the Gibe III Hydroelectric Project in Ethiopia on 28 April, 2009. The request was submitted by a group of international NGOs representing local communities in Ethiopia. The requestors complained about 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, lack of consultations with the project affected people, the procurement of contractor's services, and the inadequateness of the project's environmental and social impact assessment. CRMU registered the request on 22 July, 2009, for compliance review, and withheld the eligibility review pending the outcome of the mediation process of the similar request of the the Friends of Lake Turkana. The Director of CRMU did not recommend a compliance review since the Bank will not finance the project. However, according to the IRM Rules of 2006, the Director referred the request to the Chairperson of the IRM Roster of Experts to independently assess its eligibility. For the same reasons, the Chairperson determined that the request is ineligible for compliance review, and also considered that the problem-solving exercise had already provided the Bank with lessons to be learnt from the project complained about. The recommendations of the aforementioned eligibly reports were accepted by the President on 12 November, 2010, and in due course communicated to the Boards and the requestors for information.

RQ2007/1: Bujagali Hydropower and Interconnection Projects, Uganda



This request was registered by CRMU on 16 May, 2007, for compliance review. It was submitted

by local NGOs and individuals inter alia complaining about inadequate economic analysis, social and environmental impact assessment and consultations with affected communities. The ADB's Boards authorized the compliance review on 7 September, 2007, and endorsed the report of the compliance review panel on 9 July, 2008. The Management Action Plan to address non-compliance instances was presented to the Boards on 22 May, 2009. The first IRM monitoring mission was conducted in May, 2009, and its report was submitted on 26 August, 2009, to the Boards for information and to the Bank's Management for immediate actions. The second IRM monitoring mission was conducted during 30 May-8 June, 2010, and its report was submitted to the Board on 28 July, 2010. While some actions had been undertaken, the monitoring report flags out some of the following outstanding issues:

1. *Resettlement and Compensation*: The monitoring team noted that very little progress had been made regarding the compensation of some of the people living along the transmission line. The team reiterated its recommendation that the Bank's Management should ensure that appropriate actions on the resettlement and compensation of people along the transmission line are immediately undertaken. The team also urged the Bank's Management to closely follow up to ensure that piped water connection is completed without further delays in Naminya Village and its electricity connection is prioritized before the project is commissioned.

2. *Cultural and Spiritual Issues*: The IRM monitoring team agreed that religious problems are an internal Ugandan matter. However, it recommended that the Bank Management should urge the Project Sponsor and the Government of Uganda to complete three cultural shrines for Labaale Nfuudu and hold a last ceremony for Nabamba Bujagali. The monitoring team was of the view that if such steps are undertaken, the cultural and spiritual matters could be dealt with.

3. *Kalagala Off-Set and Forest Reserves*: The IRM monitoring team re-emphasized the importance of the Bank's immediate review of the Social Management Plan (SMP), and strongly urged the Bank to ask the Government of Uganda to put on hold further private investment activities in the Kalagala offset area that are not in accordance with the said plan.



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 during CRMU's problem-solving exercises and compliance reviews, and the lessons that IRM has learned about the 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 six registered requests, the Director of CRMU in consultations with the IRM experts, would like to highlight some of the issues that could be useful for the Bank to take into consideration to enhance the effectiveness of the implementation of its policies and procedures applicable to the Bank financed projects.

- The Bank should capture the momentum of revision of its safeguards and information disclosure policies to actualize a strategic dissemination plan for CSOs and local communities to effectively raise awareness of the Bank's safeguards policies and procedures. This is coupled with the pertinent need for making the Bank's operating policies and procedures available to the public.

- Throughout the handling of complaints, CRMU has observed that in the instances where the Bank conducted supervision missions to assess the damage complained about by the requestors before preparing its response to the request, it had leverage to persuade the project promoters to undertake necessary mitigation actions at an early stage, and permitted, with a measurable time frame, the implementation of the improvements recommended by the IRM.

- During monitoring of implementation of recommendations of compliance review panels, it is commended that the Management should, without delays, submit its supervision reports to CRMU prior to IRM monitoring missions to allow structured assessment of the actual progress on the ground, capture pending issues, and expedite bringing the projects into compliance with applicable Bank Group policies and procedures.

- There is a need for the Bank to closely follow-up on the implementation of its actions plans responding to the findings and recommendation of IRM compliance review reports, according to the specified time-frames, to avoid delays and reputational risks.

- It is advisable that the Bank should closely supervise the public consultation process, especially when the consultations are delegated to project promoters or consultants, to ensure that it is conducted in a meaningful way and in line with the Bank's policies and procedures.



The Outreach



Introduction

The objective of the outreach activities is to provide information to people and communities, Civil Society Organizations (CSOs) and government agencies about the IRM and how to access the mechanism if needed. In dissemination of such information, CRMU collaborates with the Bank's country offices and other departments, and occasionally, with other independent accountability mechanisms (IAMs) of IFIs.

In 2010, CRMU organized two sub-regional workshops in South Africa and Cameroon, and presented the IRM in four seminars and regional training events, and coordinated with local CSOs and the Bank's country office three community sessions in Malawi. Through these awareness activities the IRM information has been disseminated to CSOs, governments and communities in twenty five regional member countries of the ADB.

With respect to communication tools, CRMU's database is regularly updated and at present includes 450 CSOs working in 42 African countries. In addition, CRMU prepared a brochure for the Bank staff, and translated the community information kit into two additional local languages, namely, Chichewa spoken in Malawi and Mandingo spoken in Mali. Finally, the IRM quarterly electronic newsletter remains the means for ensuring continuity of sharing IRM information with CSOs.

By implementing these activities, CRMU has not only achieved the outreach goals it set for itself for 2010, but has established contacts with key regional networks of CSOs interested in promoting accountability issues in different regional member countries of the ADB.

External Outreach

CRMU Sub-Regional Workshops

South Africa: CSOs Workshop on Improving Access to the Accountability Mechanisms of International Financing Instiutions

CRMU in collaboration with the South African National NGO Coalition (SANGOCO) organized a sub-regional workshop on "Improving Access to the Independent Accountability Mechanisms for Communities and Civil Society" on 6-7 September, 2010, in Johannesburg, South Africa. The workshop was attended by 31 CSO participants from Botswana, Lesotho, Namibia, South Africa, Swaziland and Zimbabwe. In addition to CRMU, representatives of similar mechanisms, i.e. IFC and MIGA's Compliance Adviser/Ombudsman (CAO), the Complaints Office of European Investment Bank (EIB) and the Office of Accountability of the USA Overseas Private Investment Corporation (OPIC), participated in the workshop. Mr. Per Eldar Sovik, the Director of CRMU, opened the event while the key note speech was delivered by Mr. Jimmy Gotyana, the National President of SANGOCO. The IRM presentations were made by Mr. Sovik, and Ms. Grace Kimani, CRMU Senior Compliance Officer. The IAMs presentations were made by Ms. Emily Horgan for CAO, Ms. Jean Aden for the Office of Accountability of OPIC, and Mr. Felismino Alcarpe for the Complaints Office of EIB. CSO participants presented their respective experiences with projects funded by the MDBs, and pointed out the lack of information about these projects, especially at the community level, and inadequate consultations when such projects are prepared. They recommended that ADB should disseminate information at the community level and engage CSOs in project preparation and implementation.

Cameroon: The Mandates and Functions of the Independent Review Mechanism (IRM) and the Integrity and Anti-Corruption Department (IACD)



In collaboration with the Center for Environment and Development (CED), CRMU/IACD and the Bank's country office (CMFO) co-organized a sub-regional workshop on 24-26 October, in 2010 in Yaoundé, Cameroon. The workshop was attended by 50 participants, including Bank staff from the country offices in Cameroon and Chad, West Regional Office (ORWB), CSOs, government agencies and project implementation, units from Chad, Cameroon, the Central African Republic, Equatorial Guinea, Gabon, and Guinea. The workshop aimed at raising awareness of the rules and procedures applied by IACD and CRMU on anti-corruption measures and independent reviews respectively. The CMFO acting resident representative, Racine Kane, briefed participants on the Bank's operations in Cameroon, Gabon and the Central African Republic. He reiterated the Bank's willingness to continue its constructive dialogue with CSOs. The workshop's presentations were delivered by CRMU Director, Per Eldar Sovik, on the IRM's contribution to development results and IRM handling of requests; principal compliance officer, Adila Abusharaf, on CRMU's regional outreach strategy; principal investigations officer, Esther Onwuzuruike, made presentations on IACD's mandate, operating procedures and the whistle-blowing policy; while senior investigations officer, Mohamed Konneh, made a presentation on fraud indicators in projects and bids manipulation. The participants recommended improvements to the access to information on Bank operations in their respective countries, and a systematic collaboration between government agencies, the civil society and the Bank to ensure that measures are taken to promote transparency and accountability in Bank-financed projects. On behalf of the country's Minister of Economy, Mr. Biban Biban Jeremi opened and closed the workshop. His speeches focused on his government's extensive partnership with the ADB.

CRMU in National Workshops

South Africa: Business and Human Rights

Mr. Per Eldar Sovik, Director of CRMU, and Prof. Daniel D. Bradlow, the Chairperson of the IRM Roster of Experts, participated in two seminars organized by the EIB on 20 and 21 July, 2010, in Johannesburg, South Africa. The Seminars were held under the titles: "Business and Human Rights" and "IFI's Accountability Mechanisms and Human Rights". The discussions in the first seminar centered on the United Nations framework on business and human rights ('Protect, Respect, Remedy"). The second seminar discussed the rationale of having accountability mechanisms like the Complaints Office of EIB and the IRM of ADB and the outcome of the recent reviews of these mechanisms. About 30 representatives of African NGOs and private enterprises with operations in Africa attended the seminars.

Mali: 12th Annual Meeting of the African Initiative on Mining, Environment and Society

Ms. Grace Kimani, Senior Compliance Officer of CRMU, presented the Role of IRM in safeguarding development results during the 12th Annual Strategy Meeting of the African Initiative on Mining, Environment and Society (AIMES) that was held on July 6-8, 2010 in Bamako, Mali. The event brought together 28 participants represented by CSOs active in the mining sector from the Democratic Republic of Congo, Ghana, Guinea, Kenya, Mali, Niger, Nigeria, Sierra Leone, South Africa, Zimbabwe, Canada, Germany, the United Kingdom and the United States of America. AIME's meeting was a platform to consolidate views on policy positions and the role of CSOs in the mining sector in context of the global financial crisis and the reforms of Africa's mining region under the aegis of the African Union.

Senegal: Safeguard Policies



Mrs. Adila Abusharaf, CRMU Principal Compliance Officer, presented the IRM in the regional training workshop organized by the Safeguards and Compliance Division of the Bank's Quality Assurance and Results Department (ORQR.3) on November 10, 2010, in Dakar, Senegal. The training aimed at strengthening aid effectiveness and ADB operations results, including enhancing mainstreaming of climate change and the application of environmental and social safeguards in ADB operations. The event was attended by 30 staff of country offices of the Bank and government officials from: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Niger, Senegal and Togo.

Uganda: Regional Training Workshop on Mainstreaming Climate Change and Environmental and Social Safeguards in Bank Operations



Ms. Grace Kimani, CRMU Senior Compliance Officer, presented the IRM in ORQR.3 organized regional training event held on November 24 - 26, 2010, in Entebbe, Uganda. The theme of the event was strengthening mainstreaming of climate change issues and enhancing application of environmental and social safeguards in ADB operations. The event brought together 42 participants from Ethiopia, Kenya, Sudan, Tanzania Uganda, and that included staff from the Bank's Country Offices and government projects implementation units of ADB supported operations.

Community Sensitization Sessions



Malawi: Community Awareness Sessions

CRMU in collaboration with the Bank's country office in Malawi (MWFO) and two CSOs carried out three community sessions from 13-17, September 2010 in Malawi. Two sessions were held at Chikwawa and Neno in southern region of Malawi and led by Blantyre Synod Development Commission, while a third session was held in Dwangwa in the central part of Malawi and delivered by ActionAid International-Malawi. CRMU provided training to the Blantyre Synod Development Commission and ActionAid International, to deliver the community sessions in Chichewa, Malawi's national language, and based on CRMU Information Guide. Over 192 people benefited from these sessions representing traditional authorities, local leaders, farmers, members of Cane Growers Trust and government extension workers. The participants proposed that the Bank should consider undertaking such information sessions in all areas where it is funding projects in Malawi to promote community participation and ownership of these projects.

Internal Outreach

CRMU presented the IRM in several seminars held at the ADB Temporary Relocation Agency in Tunis to engage the Bank's operational staff in disseminating information about the mechanism to Government officials and other stakeholders. The seminars 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 to and effective implementation of the Bank's policies and procedures. Finally, the presentations provide information which could be useful when staff are involved in project(s) undergoing an IRM-led problem-solving exercise or compliance review.

CRMU Staff Seminar



CRMU organized on 21 September, 2010, a seminar for the Bank Staff to introduce the IRM Experts and to discuss the amendments of the IRM Operating Rules and Procedures which were adopted by the Bank's Group Boards of Directors on 16 June, 2010. The seminar was attended by twenty seven staff members representing different operational departments, including quality control and results, evaluation, resource mobilization, regional integration, and other oversight mechanisms of the Bank. Mr. Per Eldar Sovik, the Director of the CRMU, presented the IRM and the key features of the IRM review. The Director introduced Dr. Richard Bissell, the new IRM Expert, Prof. Daniel Bradlow, the Chairperson of IRM Roster of Experts, and Dr. Maartje van Putten who is a member of the IRM Roster of Experts. The Experts spoke on three important themes: Prof. Bradlow focused on why having an IRM is important for the MDBs and illustrated his arguments from the perspective of the Bank, borrowers and project affected people. Dr. van Putten touched upon how the IRM monitoring of the implementation of recommendations of compliance reviews could be a positive process and reflected on the experience of the Bujagali projects. Dr. Bissell put emphasis on safeguarding development results through maintaining constructive dialogue between IRM and the Bank's staff to help overcome unexpected negative consequences, ensuring long term success of projects through gaining the local support and listening to the marginalized people to advance the Bank's efforts to fulfill its mission towards poverty reduction.

On-Boarding Program and Local Staff Seminars

CRMU presented the IRM in five sessions of the On-Boarding Program organized by the Bank's Human Resources Management Department to 124 new staff of the Bank. In addition, CRMU organized a seminar for local staff at the Bank's country offices in Cameroon and Chad.

Outreach Tools



Community Information Kit

In 2010 CRMU translated its community information kit into Chichewa spoken in Malawi and Mandingo spoken in Mali. The kit is also available in English, French, Kiswahili, Arabic and Portuguese.

IRM e-Newsletter

The four issues of the IRM Newsletter in 2010 covered articles about the requests registered by CRMU, the CRMU outreach events, the IRM

review, appointment of IRM Experts, and articles prepared by African NGOs on accountability issues.

IRM Information Guide

CRMU validated the draft of the IRM Information Guide in three local community sensitization sessions in Malawi. 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's database of NGOs facilitates access to organizations working in fields relating to the IRM mandate. At present the database contains 450 entries of NGOs based in forty-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 the President of the Bank Group.

Outreach Target Goals in 2011

- Organize three or more community sessions.
- Convene four national and sub-regional workshops.
- Produce the community information kit into other language spoken in Africa.
- Print the Staff Brochure in English and French.
- Present IRM to new staff within the Bank's On-boarding program.



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 receipt and registration of requests, the problem-solving (mediation) process, outreach activities and monitoring, and together with the IRM Experts, he determines the eligibility of requests for compliance review. He reports directly to the Bank Group's President and 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, preparation of problem-solving activities and technical support to compliance review panels. 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, management of ozone depleting substance, and, noise and air pollution control.



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 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



Prof. Daniel D. Bradlow
Chairperson

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 at American University Washington College of Law (WCL) in Washington, D.C. He is the Chair of the Roster of Experts for the Independent Review Mechanism at the African Development Bank, a member of the Board of Directors of ILEAP (International Lawyers and Economists Against Poverty) and a member of the editorial advisory boards of the Journal of Law, Social Justice, and Global Development, the American University International Law Review and Sustainable Development Law and Policy.

His current scholarship focuses on the inter—national 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.

Before becoming a legal academic, 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.



Dr. Maartje van Putten
Member

Dr. van Putten is the vice-chair of the European Center for De - velopment 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.



Dr. Richard Bissell
Member

Dr. Richard Bissell has been a member of the Panel of Experts since July 2010. He is also the Executive Director for Policy and Global Affairs of the National Research Council of the U.S. National Academy of Sciences (NAS). He oversees fifteen units with a focus on science and technology policy, international scientific affairs, or the future science and engineering workforce.

Prior to joining the NAS in 1998, Dr. Bissell was the coordinator of the Interim Secretariat of the World Commission on Dams (1997-1998), a joint initiative of the World Bank and the World Conservation Union (IUCN). During the period 1994-1997, he was the Chairman and a founding Member of the Inspection Panel at the World Bank, an independent advisory committee to the Board of Executive Directors. He has also served in a similar role at the Asian Development Bank as a member of the Compliance Review Panel from 2003 to 2007.

Between 1986 and 1993, Dr. Bissell was Assistant Administrator of the U.S. Agency for International Development, appointed first to head the Bureau of Program and Policy Coordination. In that position, he was responsible for Agency-wide policy development, review of development impact of projects at multilateral banks, evaluation processes throughout AID, and management of the annual budget process. He then received a second Assistant Administrator appointment as head of the Bureau of Research and Development, where he was responsible for direction and management of a research portfolio in health, education, environment and agriculture, as well as technical support of AID field missions in nearly 100 countries. He served on more than 50 official U.S. delegations to international conferences, including 25 occasions as head of delegation to bodies such as the Consultative Group on International Agricultural Research, World Malaria Congress, International Population Conference, and the Children's Vaccine Initiative.

Dr. Bissell has been a professor at American University, Georgetown University, Johns Hopkins School of Advanced International Studies, and the University of Pennsylvania. Among his publications are seven books and a wide variety of articles in scholarly and policy journals. He has served as editor of several professional journals. He holds a B.A. from Stanford University and a Ph.D. from the Fletcher School of Law and Diplomacy, Tufts University, in international economics, with post-doctoral work at Princeton University.



Fincancial Matters

CRMU 2010 Budget and Costs in Unit of Accounts (UA)

Budget Items	Budget	Actual Cost
Salaries CRMU staff	319,965	279,872
Missions CRMU staff	68,614	36,011
Public Relations, Meetings, etc.	73,300	51,156
Experts and Review Missions	278,823	90,205
Consultants	73,427	62,290
Total	**813,129**	**519,534**



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) to pass on information to local communi - ties. 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 Information Guide and a simplified community information kit printed in local languages (presently translated to the aforementioned five languages and Chichewa spoken in Malawi and Mandingo spoken in Mali), an electronic 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 problem-solving and compliance review reports, and, summary of decisions taken by the President or the Boards, the IRM rules and procedures, links to Bank policies and a news and events section inter alia reporting on CRMU outreach activities.

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, Operations Evaluations (OPEV), the Department for Governance, Economic and Financial Reform (OSGE) and Country Offices. CRMU also collaborates with the Human Resources Management Department to disseminate IRM information through the on-boarding program for new staff. Moreover, CRMU 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) and Multilateral Investment Guarantee Agency (MIGA), the Complaints Office of the European Investment Bank (EIB) and the Office of Accountability 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.

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