

The Independent Review Mechanism
African Development Bank

Annual Report 2011

African Development Bank
Compliance Review and Mediation Unit



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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-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 Group (ADB). It became operational in 2006 upon the appointment of the first Director of the Compliance Review and Mediation Unit (CRMU) that administers the IRM. The IRM Operating Rules and Procedures were adopted by the Boards of Directors in July 2006. The IRM performance was reviewed in 2009, and accordingly, the Boards of Directors approved the revised Operating Rules and Procedures in 2010. One of the key outcomes of the review is that the new Rules facilitate accessibility to the IRM by permitting the requestors to use any means at their disposal to submit their complaints to the mechanism.

In this year, CRMU has handled two complaints through problem solving. The first one relates to the Dakar–Diamniadio Highway Project in Senegal and was registered in July, 2011. The request was submitted by the representatives of an affected school and tenants of the premises to be demolished, to pave way for the project. CRMU's problem solving exercise was successfully completed in November 2011. The second complaint relates to the Agadir–Marrakech Motorway Project in Morocco and was registered in 2010. The affected people complained about their difficult access to land, water, and social amenities due to the new motorway. The Director of CRMU submitted the problem solving report to the President and the Boards of Directors in December 2011. The report declared that the exercise is successful in all but one of the issues. The unresolved issue relates to the restoration of agricultural land damaged as a result of the contractor's extraction of sand from a valley in the area. Nevertheless, the report has recommended that the Bank should continue its efforts to find an acceptable solution to the problem, and that CRMU shall monitor the resolution of this pending issue. This request was also registered for compliance review and the Director determined that it was not eligible for a compliance review. The request was referred to the IRM Experts to assess whether or not it would be eligible for such review. The IRM Experts' assessment of the eligibility of this request for compliance review will be submitted to the President and the Boards in January, 2012.

With respect to the requests investigated through compliance review in 2011, the IRM Experts' and the Director of CRMU's report on the assessment of the eligibility of the request relating to Medupi Power Project in South Africa, was submitted to the Boards of Directors in February, 2011. The Boards referred the report to them for reassessment and, in July 2011, approved the investigation of four out of the six issues raised by the request. The IRM Experts' investigation, which started in September 2011, focused on the review of the approved issues including the project's effects on carbon emissions and climate change, contamination of air, water and land, the adequacy of the consultations with the local communities about the project and possible affected grave sites than those accounted for in the project planning. The IRM Experts' review was completed in December, 2011 and their compliance review report will be submitted to the Boards of Directors in January, 2012.

Moreover, the Director of CRMU and the IRM Expert submitted the third IRM monitoring report on Bujagali Hydropower and Interconnection Projects in Uganda to the Boards of Directors and the President in September 2011. The monitoring report underlined the good progress in the implementation of the Management's remedial action plan. However, the report pointed out that: the settlement of 557 compensation cases of affected people living along the transmission lines is still pending the ruling of the national courts; some of the spiritual/cultural issues are yet to be solved; and the people resettled in Naminya village should be connected to electricity when the hydro-

power dam is commissioned in 2012. It is worth mentioning that due to the IRM compliance review's findings of non-compliance with the Bank policies, coupled with the mechanism's systematic monitoring of these issues, the implementation of the mitigation measures has become central in the supervision of these projects by the Bank.

CRMU's outreach in 2011 included the dissemination of IRM information through regional and national workshops and sensitization sessions for local communities that in all benefited 87 African NGOs, 117 local communities, 82 government agencies and 187 Bank staff in the Temporary Relocation Agency and country offices. CRMU also organized community sessions in Senegal and Cameroon for local projects' beneficiaries to learn about the role of the IRM in the resolution of complaints. In addition, CRMU co-organized national and sub-regional workshops with the Bank's country offices in Mali, Sierra Leone and Rwanda. Furthermore, it presented IRM's mandate to government agencies and Bank staff in two regional workshops organized by the Bank's Quality Assurance and Results Department (ORQR) in Zambia and Nigeria to sensitize the participants to the Bank's social and environmental safeguards policies. Moreover, in collaboration with the Dispute Resolution Center based in Kenya, CRMU organized training on mediation, in March, 2011 in Tunis, for the Bank's operational staff to effectively engage in the IRM's problem-solving exercises.

CRMU also participated in two international symposia: the first was organized by the Inspection Panel of the World Bank and American University Washington College of Law in June, 2011 in Washington DC, and the second was by the Complaints Office of the European Investment Bank in October, 2011 in Brussels. CRMU and the IRM Experts also participated in the 8th annual meeting of the Independent Accountability Mechanisms (IAMs) of IFIs organized by the Independent Consultation and Investigation Mechanism of the Inter-American Development Bank in June, 2011 in Washington DC. These events raised awareness of IRM among different stakeholders, and provided CRMU and the IRM Experts with an opportunity to exchange experiences to enrich the role of the IRM in safeguarding the development results of projects.

Finally, the recruitment of two new members of the IRM Roster of Experts to replace the Experts whose terms end in 2011/2012 was finalized in December 2011. The President will recommend the selected candidates to the Board of Directors, for appointment in early 2012.

The Requests

IRM Register of Requests

The IRM Register of Requests includes updated information about the requests and their relevant actions and decisions. Each request is classified in the register by number, date of registration, the country where the project in question is located, and the IRM function under which the request is handled (problem-solving and/or compliance review). The register can be accessed at the IRM's webpage: **www.afdb.org/irm**

Register of Requests (by 31 December, 2011)

n°	Request no. (date registered)	Country	Project	Status
7	RQ2011/1 (26 juillet 2011)	Senegal	Dakar – Diamniadio Highway Project	**Registered for problem-solving.** The requestors and the project promoter signed agreements. The CMRU Director's problem solving report concluded that the exercise has been successful and the request is now closed.
6	RQ2010/2 (7 octobre 2010)	South Africa	Medupi Power Project	**Registered for compliance review.** The eligibility report of the Director of CRMU and the IRM Experts was submitted to the Boards in February, 2011. The Boards approved, on 15 July 2011, the investigation of four of the six complained about issues. The IRM investigation commenced in September 2011 and the IRM Experts compliance review report was completed in December 2011 and will be submitted to the Boards and the President in January, 2012.

n°	Request no. (date registered)	Country	Project	Status
5	RQ 2010/1 (29 July, 2010)	Morocco	Construction of the Marrakech–Agadir Motorway Project	**Registered for problem-solving and compliance review.** The CRMU Director's problem solving report was submitted to the Boards and the President in December, 2011. The report declared that the exercise has been successful except for one outstanding issue which it recommends CRMU to monitor to ensure a resolution within one year. Since the request is also registered for compliance review, the Director's report did not recommend the compliance review; however, following IRM Rules, the Director referred the request to the IRM Experts to determine its eligibility for the compliance review. The IRM Experts' assessment will be submitted to the Boards and the President in January, 2012.
4	RQ2009/2 (15 July, 2009)	Egypt	Nuweiba Combined Cycle Power Plant Project	**Registered for problem-solving.** Upon the request of the complainants, who believed the project would be relocated, the Director discontinued the mediation and submitted his problem solving report to the President and the Boards in March 2010.
3	RQ2009/1b (22 July, 2009)	Ethiopia	Gibe III Hydroelectric Power Project	**Registered for compliance review.** Since the ADB will not finance this project, both the eligibility reports of the Director of CRMU and that of the Chairperson of IRM Roster of Experts prepared in October, 2010, determined that the request is ineligible for compliance review. The two reports were accepted by the ADB's President in November, 2010.

n°	Request no. (date registered)	Country	Project	Status
2	RQ2009/1 (26 March, 2009)	Ethiopia	Gibe III Hydroelectric Power Project	**Registered for problem-solving and compliance review.** Three mediation meetings between the requestors and the Bank were facilitated by CRMU in 2009 in 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. ADB requested that the Director of CRMU discontinued the problem solving exercise, because the Bank will not finance the project. The Director of CRMU submitted his problem-solving report to the President and the Boards in November, 2010.
1	RQ2007/1 (16 May, 2007)	Uganda	Bujagali Hydropower and Interconnection Projects	**Registered for compliance review.** The 3rd IRM monitoring of the implementation of the recommendations from the compliance review report of 2008 was conducted by CRMU and the IRM Expert in May 2011. The monitoring report was submitted to the Boards and the Management on 8 September, 2011. The report pointed that the compensation of affected people across transmission lines is still pending and the spiritual issues are yet to be resolved.

Compliance Review and Problem-Solving Cases



RQ2011/1

Dakar – Diamniadio Highway Project, Senegal

CRMU received two complaints about this project on 15 June, 2011 and 20 June, 2011 respectively. The first request alleged that the project relocation has negatively affected the Imam Moussa Mbaye Franco-Arabic School since it disrupted the education of children in the area and caused loss of income for the teachers. The second request stated that the affected tenants of the houses to be demolished for the project are facing difficulty in finding affordable housing due to the high market prices. The Requestors asked CRMU to intervene to facilitate dialogue with the Bank in order to reach an equitable solution to their problems. Since the two complaints raise similar resettlement issues and are about the same project, CRMU registered them as one request, on 26 July, 2011, for the problem solving exercise. In accordance with IRM Rules, the Bank's Management submitted its response to the request to CRMU on 25 August, 2011. CRMU conducted a fact-finding mission on 10-15 October, 2011 in Senegal when it facilitated a joint meeting, on 13 October, 2011, between the requestors, the national project promoter (APIX), and the Bank. In that meeting, while APIX and the representative of the affected tenants reached an agreement, this was not possible between APIX and the complainant principal of the affected school until 28 November, 2011. The Director of CRMU's problem solving report submitted to the President and the Boards declares that the exercise has been successful and accordingly the request regarding the Dakar-Diamniadio Highway Project is now closed.

RQ2010/2

Medupi Power Project, South Africa

On 28 September, 2010, CRMU received a request to investigate possible violations of the Bank's policies and procedures at the Medupi Power Project in 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. In accordance with paragraph 8 of the IRM Rules, the Director of CRMU, after verifying the bona fides of the requestors, granted them confidentiality and agreement was reached as to how their identities would be handled throughout the process. The request was registered on 7 October, 2010 for compliance review to investigate the project's negative environmental and social impacts and the procurement process. In keeping with the IRM Rules, the Management submitted its response to the request to CRMU on 4 November, 2010. The Director of CRMU and the Chairperson of the IRM Roster of Experts conducted the eligibility mission between 30 November-6 December, 2010 in South Africa, and their eligibility report was submitted to the Boards of Directors for consideration in February, 2011. The Boards referred the report to the IRM Experts and the Director of CRMU for reassessment. Upon submission of a revised eligibility report, the Boards authorized, on 15 July, 2011, the investigation of four of the six issues in question, including the project's effects on carbon emissions and climate change, contamination of air, water and land, the adequacy of the consultations with the local communities about the project and the possible affected grave sites than those accounted for in the project planning. The IRM Experts started the investigation in September, 2011, and completed their compliance review report in December, 2011. The report will be submitted to the Boards of Directors and the President in January, 2012.



RQ2010/1

Construction of the Marrakech–Agadir Motorway, Morocco

CRMU registered the request regarding the Marrakech–Agadir Motorway Project on 29 July, 2010, for problem solving and compliance review. The Request was submitted by the Centre de Développement de la Region de Tensift (CDRT) on behalf of an association and other affected communities. The requestors complained about the negative impact of the project on the Chichaoua – Imintanout section of the motorway which is financed by the ADB. They alleged that the construction of the motorway inflicted a direct and material harm on their lands and constrained their access to water and social amenities. The Management submitted its response to the request to CRMU on 31 August, 2010, including a remedial action plan that the Bank had discussed with the project promoter, Société Nationale des Autoroutes du Maroc (ADM) and the requestors during the Bank's mission to the affected areas and people in August 2010 in Morocco. CRMU conducted a site mission between 11-14 October, 2010, in Morocco. It organized a joint meeting for the requestors, the Bank and ADM whereby the parties signed a time-bound action plan to implement necessary remedial civil works. After continuous follow up with ADM and the Bank, six of the eight issues in question were resolved to the satisfaction of the requestors. CRMU conducted another mission between 3-5 October, 2011 in Morocco to discuss with ADM and the Bank accelerating the completion of the pending works. CRMU was informed by the Bank that the work in Taalint village to facilitate community access to water will be completed by ADM by the end of the first quarter in 2012. However, ADM did not complete the civil works agreed with the requestors, to restore the affected agricultural lands in El Bour village. The Director of CRMU submitted a problem- solving report to the President and the Boards of Directors on 15 December, 2011, recommending CRMU to monitor the resolution of the pending issue, and declaring the request ineligible for compliance review. In respect of the IRM Rules, the Director referred the request to the IRM Experts to determine its eligibility for compliance review. The independent determination of the IRM Experts will be submitted to the President and the Boards of Directors in January 2012.





RQ2009/2

Nuweiba Combined Cycle Power Project, Egypt

CRMU registered the request for problem-solving on the Nuweiba Combined Cycle Power Project on 15 July, 2009. The request was submitted by the Hemaya NGO which also represented affected businesses and some of the Bedouins in Nuweiba. The requestors complained about the potential negative impact of the project on the marine life local eco-tourism and the Bedouins' income generation activities from tourism. Upon the request of complainants, in the belief that the project will be relocated, the Director of CRMU discontinued the mediation and submitted his problem solving report to the President and the Boards of Directors on 26 March, 2010.

RQ2009/1

Gibe III Hydroelectric Project, Ethiopia

CRMU registered the request for problem solving on the Gibe III Hydroelectric Project in Ethiopia, on 29 March, 2009. The request was submitted by the Friends of Lake Turkana (FoLT), a local NGO based in Kenya. The request complained, among other issues, about the project's potentially negative impact on the lake level and the lack of consultation with the people on Lake Turkana in Kenya. Upon receipt of the request from the Management, and based on its official information that the Bank will not finance the project, the Director of CRMU discontinued the mediation process. The Director's problem solving report was submitted to the President and the Boards of Directors on 2 November, 2010.

RQ2009/1b

Gibe III Hydroelectric Project, Ethiopia

CRMU registered the second request for compliance review, concerning the Gibe III Hydroelectric Project in Ethiopia on 22 July, 2009. The request was submitted by a group of international NGOs representing local communities in Ethiopia. The requestors complained among other issues, about the project's potentially negative impact on livelihoods and the lack of consultation with the affected people. Upon receipt of information from Management that the Bank will not finance the project, the Director of CRMU's eligibility report did not recommend the compliance review and referred the request to the Chairperson of the IRM Roster of Experts for independent determination. The Chairperson's report did not recommend the compliance review, and pointed out that the Bank could benefit from the lessons learned from the problem-solving of the FoLT's request. The reports of the Director of CRMU and the Chairperson of the IRM Roster of Experts were accepted by the President on 12 November, 2010.





RQ2007/1

Bujagali Hydropower and Interconnection Projects, Uganda

CRMU registered this request for compliance review on 16 May, 2007. The complaint was submitted by local NGOs and individuals complaining inter alia about inadequate economic analysis and social and environmental impact assessment, and lack of consultation with affected communities. The Boards of Directors authorized the compliance review on 7 September, 2007, and endorsed the report of the compliance review panel on 9 July, 2008. Management's remedial Action Plan was presented to the Boards on 22 May, 2009. CRMU and an IRM Expert conducted three monitoring missions between 2009-2011. The report of the third IRM monitoring mission, conducted between 27 April –3 May, 2011 in Uganda, was submitted to the Boards of Directors and the President on 8 September, 2011. The report underlined the remedial actions undertaken including the construction of fishing ponds and the building of cultural shrines. However, it flagged some outstanding issues including:

1. Compensation and Resettlement: The IRM monitoring team noted that the compensation of 557 affected people living along the transmission lines is still pending the ruling of the national courts. In addition, the people resettled in Naminya Village should be connected to electricity when the dam is commissioned in 2012 to extend the project benefits to affected people.

2. Cultural and Spiritual Issues: The IRM monitoring team noted that the relocation and appeasement of the spirits in accordance with local practice is yet to be addressed.

Lessons Learned



According to the IRM Operating Rules and Procedures, the Annual Report shall discuss identifiable trends relating to the activities of the Bank's Group, that have emerged during IRM's problem-solving exercises and compliance reviews, and the lessons that IRM has learned about the challenges for the Bank in implementing its policies. Based on the experience gained from the assessment of the seven registered requests, the Director of CRMU in consultation with the IRM Experts, would like to highlight some of the issues that the Bank could usefully consider in order to improve the effective implementation of its policies and procedures in Bank financed projects.

1. With respect to policy related issues, the IRM commends the Bank for its ongoing efforts to update its information disclosure policy and the civil society engagement framework. This indicates the importance of transparent exchange of information about the Bank's safeguards policies at different levels and with stakeholders. In the view of the IRM, this approach will lend credence to the project's objectives aiming to benefit project affected communities and to provide better understanding of the expected benefits of implementing the Bank's policies and procedures.

2. The IRM recognizes the Bank's ongoing efforts towards integration of the IRM information in policy and project documents. It considers this as a key indicator of progress towards raising awareness within member country governments and the private sector about the IRM as a recourse mechanism, and to encourage them to heed the Bank's safeguards policies in the implementation of their operations.

3. In light of the lessons learned from the complaints handled through problem solving, the IRM strongly recommends that the Bank urge project promoters to verify that contractors have fully and satisfactorily completed all of their contractual obligations before closing their work sites.

4. The IRM compliance reviews demonstrate the value that could be derived from Bank staff including in their project appraisal reports a discussion of Bank policies and procedures utilized in their project related work. This information will help all the stakeholders in a project to better understand the Bank's policies and procedures and how they are utilized in Bank operations. The resulting increase in the transparency in Bank operations should also help enhance stakeholder confidence in the Bank's work and accountability.

5. The Bank's Management should regularly provide CRMU with back to office reports on projects under investigation in order to streamline the IRM's monitoring activities. Furthermore, the Bank should scrutinize the project's documents and the Environmental and Social Impact Assessment studies to ensure that mitigation measures are tied to time-bound actions plans; especially in cases where the Bank becomes involved after the project's preparations have been completed.

6. The Bank should ensure that an effective participatory approach has been followed in setting up the projects' grievance mechanisms to ensure that the views, complaints and interests of those people affected have been taken into account in the preparation and implementation of resettlement action plans.

Outreach and Capacity Building Activities

Introduction

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

In 2011, CRMU organized one sub-regional workshop, two national workshops, two community sessions, training on problem solving, and trainer training for community based organizations. It also made presentations on the IRM in regional training sessions and seminars organized by the Quality Assurance and Results Department (ORQR) of the Bank and IAMs with the result that the IRM was presented to 87 CSOs, 117 local communities, 82 government agencies and 187 Bank staff in the Temporary Relocation Agency and the country offices.

CRMU's database is regularly updated and at present includes over 550 entries of CSOs and community representatives in 45 countries in Africa. In addition, CRMU translated the community information kit into another three local languages, Themne, spoken in Sierra Leone, and Aroma and Amharic, spoken in Ethiopia.

By implementing these activities, CRMU has achieved the goals of its outreach work program for 2011, and more importantly, it has extended its contacts with key regional networks of CSOs interested in promoting accountability in the respective regional member countries of the ADB.

External Outreach



CRMU NATIONAL WORKSHOPS

THE ADB SAFEGUARDS POLICIES AND INDEPENDENT REVIEW MECHANISM, BAMAKO, MALI

CRMU co-organized a national workshop with the Bank's country office in Mali to sensitize stakeholders to Bank financed projects on the IRM mandate and functions. The workshop was held between 23-26 May, 2011 in Bamako and was attended by 52 participants including community representatives from eight provinces where the Bank is financing projects, government officials, project implementation units, CSOs and the staff of the Bank country office. The participants benefited from the presentations of Bank financed projects made by the country office, the safeguards policies and procedures presented by ORQR and the IRM mandate and outreach activities delivered by CRMU. They reemphasized the need for CSOs to carry out similar sensitization activities for their local communities.

INFORMATION AND ACCESS TO THE INDEPENDENT REVIEW MECHANISM, FREETOWN, SIERRA LEONE

CRMU co-organized a national workshop with the Bank country office in Freetown between 29 June-1 July, 2011 which was attended by 42 community representatives, government officials, project implementation units, CSOs and the staff of the Bank country office. The participants benefited from the presentations of Bank financed projects made by the country office, the safeguards policies and procedures presented by ORQR and the IRM mandate and outreach activities delivered by the CRMU. The participant CSOs recommended CRMU to replicate similar outreach activities to local communities.

SUB-REGIONAL WORKSHOP

EAST AFRICA SUB-REGIONAL OUTREACH WORKSHOP ON THE INDEPENDENT REVIEW MECHANISM, KIGALI, RWANDA

CRMU co-organized this sub-regional workshop with the Bank country office between 24-25 November 2011 in Kigali, Rwanda. The event was attended by 47 participants representing NGOs/CSOs from Burundi, Kenya, Rwanda, Tanzania and Uganda, nine agencies of the Government of Rwanda and the staff of the Bank country office. The workshop program included presentations of ADB financed projects in Rwanda, Kenya, Burundi, Tanzania and Uganda, an overview of ADB's Environmental and Social Safeguards Policies and Procedures made by ORQR, and IRM procedures and outreach strategy delivered by CRMU. In addition, the participants presented five case studies on community participation in projects financed by multilateral development banks in their respective countries.



CRMU in National & International Workshops and Trainings

Event	Date	Country	Organizer	Target group
Regional Training on Strengthening the Application of Environmental Safeguards and Climate Change Mainstreaming	27-29 April, 2011	Lusaka, Zambia	Bank's Quality Assurance and Results Department	Government agencies and staff of the Bank country offices.
Access to Independent Accountability Mechanisms	24 June 2011	Washington DC, USA	Inspection Panel of the World Bank and American University Washington College of Law	Représentants gouvernementaux, étudiants, universitaires et les ONG.
Regional Training Workshop on Mainstreaming Climate Change and Environmental and Social Safeguards in Bank Operations	10-12 August, 2011	Abuja, Nigeria	Bank's Quality Assurance and Results Department	overnment agencies and staff of the Bank country offices.
NGOs Coalition Meeting	16 October, 2011	Tunis, Tunisia	NGOs Coalition	CSOs.
Access to Independent Accountability Mechanism	18 October, 2011	Brussels, Belgium	Complaints Office of the European Investment Bank	CSOs.
Corporate Social Responsibility Forum	1-4 December, 2011	Dar es Salaam and Mwanza, Tanzania	Office of the Extractive Sector Corporate Social Responsibility Counselor, Canada	Private sector and CSOs.



COMMUNITY SENSITIZATION SESSIONS

Senegal

In collaboration with Lead Afrique Francophone, CRMU organized two community sessions between 18-21 April, 2011 in Pikini, Senegal. The sessions were attended by 82 representatives of local councils, the project promoter, local communities and associations. The participants benefited from presentations of Bank financed projects, and the IRM mandate, functions and procedures.

Cameroon

In collaboration with the Center for Environment and Development, CRMU organized trainer training for community based organizations between 19-20 December, 2011 in Yaoundé, Cameroon. The training was attended by 20 representatives of community organizations from five regions where the Bank is financing projects. The participants benefited from presentations of Bank financed projects made by the Bank country office, and the IRM mandate, functions and procedures made by CRMU. The training delivered hands-on demonstrations on NGOs Information Guide and community kits prepared by CRMU.



PROBLEM SOLVING TRAINING

CRMU organized a training workshop on IRM problem solving (mediation), between 15-18 March 2011, in Tunis. The training was delivered by Mrs. Brenda Brainch and Mr. Rupert Watson from the Dispute Resolution Center, based in Kenya. The twenty one participants were sensitized to the contents of CRMU's Guide to Problem-Solving which includes the processes for the use of modern techniques and customary practices so as to maximize the effectiveness of the problem solving exercise. The training benefited CRMU staff, the Bank's operational staff, the representatives of the Complaints Office of the European Investment Bank, and the Compliance and Ombudsman Office of the International Finance Corporation (IFC).

INTERNAL OUTREACH

ON-BOARDING PROGRAM AND STAFF SEMINARS

CRMU presented the IRM in four sessions of the On-Boarding Program organized by the Bank's Human Resources Management Department. The sessions were attended by 133 new staff of the Bank. In addition, CRMU organized two seminars for staff at the Bank country offices in Mali and Sierra Leone.



OUTREACH TOOLS

Tool	Contents	Language	Target group
Annual Report	The requests, outreach activities and other administrative matters handled on annual basis	English and French	Boards of Governors, Boards of Directors, President, Management, the Bank's Country Offices and the Public at large.
IRM Brochure	IRM mandate, functions and procedures	English, French, Kiswahili, Arabic, and Portuguese.	CSOs and the general public.
Staff brochure	Information about the role of the Bank's Management in handling requests	English and French	Staff of the Bank.
Community Information Kit	Information about IRM rules on submission of request	English, French, Kiswahili, Arabic, and Portuguese; in addition to seven locally spoken languages in Mali, Malawi, Madagascar, Sierra Leon, Ethiopia and Senegal.	Local communities.
IRM e-Newsletter	Issued quarterly and includes articles about the requests, the CRMU outreach events, interviews with IRM Experts in addition to articles received from the NGO	English and French	NGOs, experts, consultants and IAMs of other IFIs
CRMU Databases	Registered NGOs, dispute-resolution centers and mediators	English and French	Internal Use.

Tool	Contents	Language	Target group
IRM Website	Accessible at www.afdb.org/irm, the website is regularly updated and contains full information about the IRM's procedures, registered requests and all related statements of the decisions of the Boards of Directors and the President of the ADB	English and French	General public.
NGO Information Guide	Information on how to present IRM to local communities and case studies	English and French	NGOs.

Outreach Target Goals in 2012

CRMU shall organize and participate in the following events:

1. Sub- regional workshop in Niger to cover Niger, Chad and Burkina Faso.
2. Sub -regional workshop in Togo to include Cote d'Ivoire, Togo and Benin.
3. Two national workshops in Mauritania and Guinea.
4. Four community sessions in Cameroon, Kenya and Burundi.
5. The 9th IAMs annual meeting in Luxembourg.

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 administration of the IRM, including the receipt and registration of requests, the problem-solving (mediation) process, outreach activities and monitoring. 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 compliance and mediation, project management, economics and financial analysis, and project and institutional evaluations. Besides university degrees in Economics, Finance, and Management from Norway, he has a Masters 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 supports the Director in the coordination of outreach activities, the assessment of requests handled through problem solving and compliance review, the preparation of the CRMU annual strategic work program and budget, and representation of CRMU in taskforce teams and internal and external meetings. She has over 15 years of experience in international development having held positions with the International Development Research Center (IDRC), University of Toronto, and York University in Canada, as well as, experience in Africa as 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 scholarly publications focus on: foreign direct oil investment, compensation, local governance, conflict-resolution, and gender-equity and cover: Algeria, Cameroon, Egypt, Mauritania, Morocco, Nigeria, Senegal, Tunisia, and Sudan. She obtained her Doctorate in Juridical Studies from the University of Toronto in 2000 specializing in private international law with a sub-specialization in transnational litigation and dispute resolution of oil pollution claims.



Ms. Grace Kimani, Principal Compliance Officer

Ms. Kimani joined the Bank in June 2009. She supports the Director in the assessment of requests, the conduct of outreach activities, the collection and analysis of Bank policies and procedures applicable to requests registered by CRMU, the 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 in sustainable biodiversity management, climate change, hazardous waste/chemicals and environmental legislative drafting. She participated in drafting subsidiary legislation for Kenya on the conservation of biodiversity, water, waste, chemical, management of ozone depleting substance, and, noise and air pollution control.

Mrs. Gisèle Belem, Senior Compliance Officer

Mrs. Belem joined the Bank in December 2011. She supports the Director in the evaluation of requests regarding the Bank's safeguard policies, in problem solving exercises and the conduct of outreach activities for NGOs and local communities. She also provides support to expert panels for compliance reviews. Ms. Belem holds a PhD in environmental sciences from the University of Quebec in Montreal (UQAM), obtained in 2009. She worked for 5 years as a Research Assistant in the Corporate Social Responsibility and Sustainable Development Research Chair, and the Research Group on Mining in Africa. She also worked as a consultant for Oxfam America and for Development and Peace, a Canadian NGO. Before joining the Bank, she worked for three years in charge of social and community issue management for the development of mining, infrastructure and energy projects within Hatch, a Canadian engineering consulting firm. Her area of expertise and her publications focus on corporate social responsibility, sustainable development, in addition to governance and stakeholder engagement. Her work experience has been gained in Canada, Gabon, Guinea, Mali, Burkina Faso, Sierra Leone and Senegal.



Mrs. Dede Jacqueline Djedjero, Administrative Assistant

Mrs. Djedjero joined CRMU in April 2009. She is the Administrative Assistant and provides administrative support to the Director and the other members of the IRM team. She was trained in England as a Bilingual Assistant and translator, from English to French. She helps CRMU with the translation of working papers and proof-reading translated reports and IRM Board documents, assists with procurement and logistical support, the payment of consultants and IRM Experts and follows-up on budgets. She has wide experience in the Bank having worked with different departments, including Operations where she spent more than 10 years and most recently in the Human Development Department, comprising Health, Education and Poverty Alleviation.



Ms. Maali Harrathi, Senior Secretary

MS Harrathi joined CRMU in November 2011 as a Senior Secretary. Her duties include providing administrative support to the Director and CRMU staff in the coordination of missions, workshops, following up procurement issues and the development, management and update CRMU's databases and follow up other payments in the system. She is enrolled in the Master's Program at the Higher School of Electronic Commerce of Manouba, Tunisia. Her thesis focuses on e-Business. Before joining CRMU, she worked for four years with the Private Sector Department of the African Development Bank.



Mr. Cheker Selmi (Short Term Staff) until 31st October 2011

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 the 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 New Rules for Global Finance; a member of the Executive Council, of the American Society of International Law; and member and Co-Rapporteur of the Study Group on Responsibility of International Organizations, International Law Association 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 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 Nations Institute of 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. 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, 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 Pretoria and the University of Witwatersrand in South Africa, as well as Northeastern University and Georgetown University in the USA and is a member of the New York and District of Columbia Bars.



Dr. Richard E. 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, and 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.



Dr. Maartje van Putten, Member
(term ended 30 May, 2011)

Dr. Van Putten became a member of the Roster of Experts in May, 2007 and her term ended on May, 2011. 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 Masters degree in Management in the field of community work from the Social Academy in Amsterdam. She obtained her Doctorate degree from Tilburg University, Netherlands in cooperation with McGill University of Montreal, Canada in 2006. Her PhD thesis is entitled 'Policing the World: Accountability Mechanisms for Multilateral Financial Institutions and Private Financial Institutions', which was 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, the feminization of poverty, North-South relations, the informal sector, child labor, grass-roots organizations, and the 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, the 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") and the budget line for the integration of the environment into development.

Financial Matters

CRMU 2011 Budget and Actual Costs in Unit of Accounts (UA)

Budget Items	Budget	Actual Cost
Salaries CRMU staff	369,380	302,718
Missions CRMU staff	111,268	48,042
Public Relations, Meetings, etc.	87,001	80,900
Experts Remuneration and Mission Costs	414,648	158,418
Consultants and short term staff	136,268	116,502
Total	1,118.565	706,580

General Information about the IRM

The Establishment

The IRM was established by the Bank Group Boards of Directors' Enabling Resolution of 30 June 2004. 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 comprising of three external members, appointed by the Boards of Directors on a non-renewable term of five years.

The Mandate

The IRM's mandate is to provide people who are, or are 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 only intervenes when people or communities affected by the project, submit a complaint to CRMU. In this way, the IRM can be considered as the last resort for people affected by a project financed by the Bank to have their complaints heard and responded to at the highest decision levels of the Bank, and in cases where the requestors were not previously able to, to resolve their problems with the Bank's Management and staff.

The Review of the IRM

The performance of the IRM was reviewed in 2009/2010, and the proposed amendments to 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 over the last three years, recommended changes to enhance the IRM's effectiveness, which can be summarized as follows:

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 interest, 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 consist of only the three IRM Experts to investigate allegations of harm on people and/or the environment as a consequence of non-compliance with the Bank's policies and procedures.

To facilitate access to the IRM, the requestors can use any means at their disposal to submit complaints to the IRM, and the Boards of Directors can request the IRM to conduct a compliance review or problem-solving exercise. Outreach activities have been included as an important part of CRMU's function, and it is now a requirement that IRM information 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 and to mitigate interlinked harm inflicted on people and/or 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 registe-

ring complaints, participating in the eligibility review of these 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/or 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 a similar violation of the Bank's policies.. 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.

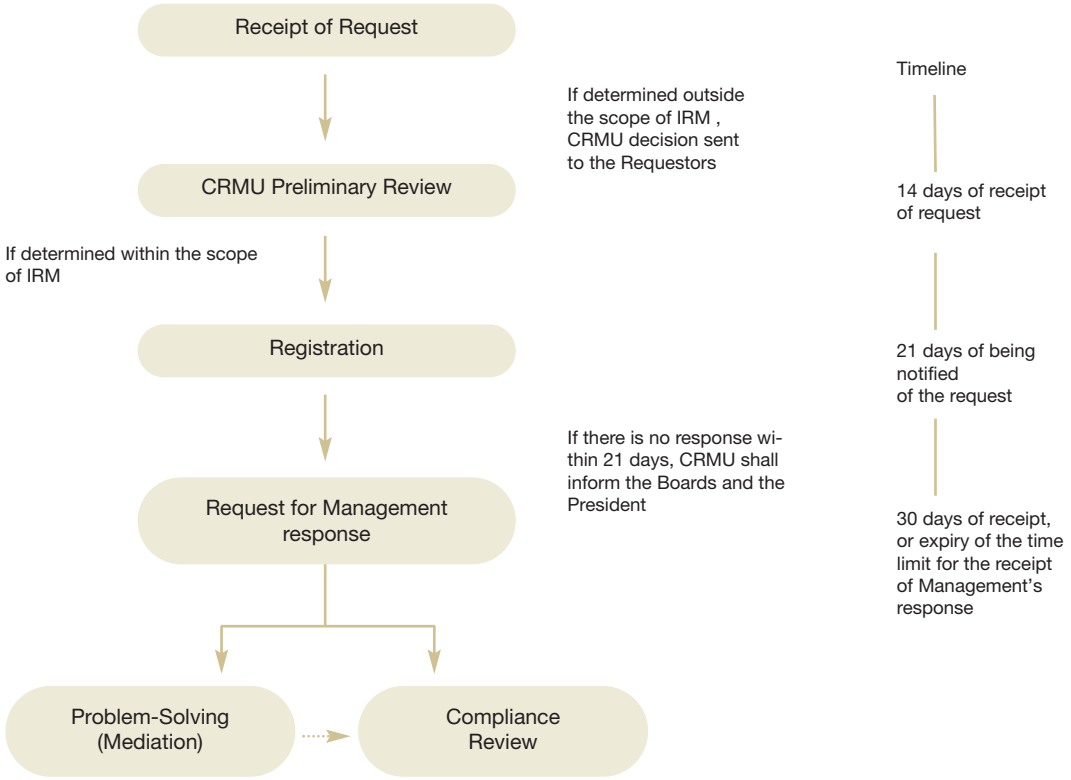
The IRM operates under a set of transparent procedures, in particular those governing public disclosure of information. The IRM Rules mandate CRMU to disseminate information to the public by publishing on the Bank's website all reports and a summary of decisions on requests handled by the mechanism.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

The Request 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 with regards 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 exercise is to restore an effective dialogue between the requestors, the Bank and any other interested party with the view to 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 blame being allocated to any of the involved parties, and whether the Bank Group has 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 being examined.

CRMU can utilize several problem-solving techniques such as fact finding, mediation, conciliation and dialogue facilitation including the use of best customary practices. 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 violation of these policies, direct harm has been, or is likely to be caused to the project, the affected people and/or 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 from 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/or 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 the case of projects being considered for ADB financing, 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 Di-

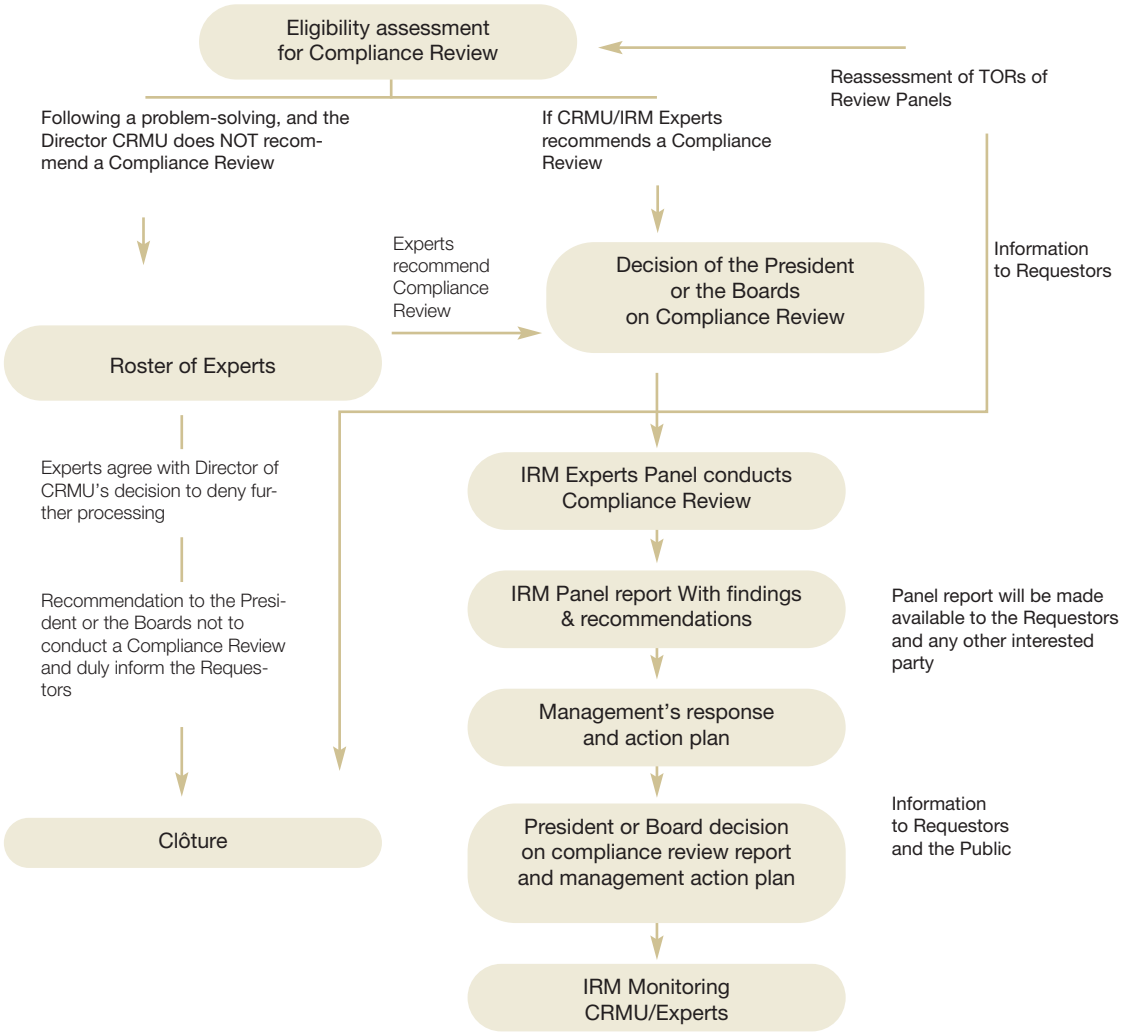
rectors, and the eligibility report (including a copy of the request and the Management Response) together with the decision of the President or the Boards shall promptly be disclosed to the public by posting it on the website of the Bank Group. (www.afdb.org/irm).

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 Management addresses the findings of the Panel and explains 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 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 steps for eligibility assessment and the compliance review are illustrated in Box 2.

Box 2 Eligibility of Request and Compliance Review



CRMU Outreach Strategy

1. **The objective:** The outreach activities of the Compliance Review and Mediation Unit (CRMU) aim to raise awareness of the existence and the functioning of the Independent Review Mechanism (IRM), and to equip communities affected by Bank financed projects with the 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)[1] to pass on information to local communities. To attain that, CRMU provides information to CSOs to enhance their knowledge of accountability issues and foster 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 encourages 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's activities so as 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 project 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 providing a way to establish networks on accountability issues.

Since becoming operational, CRMU has produced the IRM brochure in five languages (English, French, Arabic, Portuguese and Kiswahili). It also has an Information NGO Guide and a simplified community kit printed in local languages (presently translated into spoken local languages by communities in regional member countries. The IRM electronic newsletter is published quarterly in English and French and the IRM's website (www.afdb.org/irm) is accessible in both English and French and regularly updated. The IRM website includes information about the mechanism, the registry of requests which includes problem-solving and compliance review reports, and, a 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 to create synergies so as to maximize its outreach goals. Internally, CRMU coordinates and jointly organizes workshops and seminars with different departments of the Bank such as the Integrity and Anti-Corruption Department, Operations Evaluations (OPEV), the Quality Assurance and Results Department (ORQR), 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

[1] The term "CSO" includes both Non-Governmental Organization (NGO) and Community Based Organizations (CBOs).

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 areas within a project's scope, language barriers and low literacy rates in certain areas. This is in addition to cultural and social issues, notably the community and/or tribal structures which impact on how effectively the mechanism can reach potential beneficiaries. Local communities often encounter difficulties to access general information about Bank projects and policies, partly because of their restricted 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 still in its infancy, possibly compounded by the reluctance of both CSOs and the Bank to engage in constructive dialogue. Another crucial challenge for CRMU is to build trust in the IRM among the affected communities and the Bank staff.

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 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 Group

Compliance Review and Mediation Unit

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