The Independent Review Mechanism
Annual Report 2015
The Compliance Review and Mediation Unit (CRMU) continued to make progress in handling ongoing complaints from Kenya, Morocco, South Africa, Tanzania and Uganda. The new cases brought to the attention of the CRMU included not only standard requests for compliance review or problem solving, but also requests to help bridge differences between parties.

The year 2015 was a milestone in handling the case related to the Medupi Power Project in South Africa, with the first field-monitoring mission of the IRM on 10-16 May 2015.

The implementation of the Management Action Plan for the Bujagali Hydropower Interconnection Projects in Uganda remained under IRM monitoring despite four previous monitoring missions, a fact that underscores the unpredictability of the completion of a compliance review/investigation and their dependence on the speed of project implementation.

A new case from Kenya reflected some of the challenges associated with the management of complaints and reminds us that CRMU must remain fully engaged and be vigilant to ensure that commitments made by parties through problem-solving are carried through. Another complaint from Mali highlighted the need for careful eligibility assessment.

Investment in the Second Review Process of the IRM paid off with the adoption of a new IRM Resolution, and Operating Rules and Procedures on 28 January 2015 that include many improvements.

The CRMU is excited about working with the innovative ideas introduced in these Rules. The new advisory function of the IRM will undoubtedly help to mitigate environmental and social risks in Bank-financed operations. In particular, the lessons learnt from the handling of complaints will enable the Bank to improve the design and implementation of projects such as those in the energy and transport sector that represented the majority of the complaints handled by the IRM. In addition, we expect the induced institutional learning to strengthen the culture of compliance with the policies and procedures inside the Bank.

The CRMU strengthened its outreach activities, through information dissemination on the IRM and sensitization events. Drawing from this experience, we intend to organize in the future more information sessions targeting specifically local communities in the regional member countries.

Sékou Touré
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Acronyms and Abbreviations

AfDB  African Development Bank Group
CAO  Compliance Advisor Ombudsman
CSOs  Civil Society Organizations
CRMU  Compliance Review and Mediation Unit
ESAP  Environmental and Social Assessment Procedures
ESIA  Environmental and Social Impact Assessment
IAMs  Independent Accountability Mechanisms
IRM  Independent Review Mechanism
ISS  Integrated Safeguards System
KCCA  Kampala City Council Authority
KURA  Kenya Urban Roads Authority
MAP  Mediation Action Plan
PAPs  Project Affected People
PIUs  Project Implementation Units
RAP  Resettlement Action Plan
TANROADS  Tanzania National Roads Agency
UNFCCC  United Nations Framework Convention on Climate Change
Executive Summary

The more than one year long Second Review Process of the IRM was concluded early in the year, with the resulting new IRM Resolution and Operating Rules and Procedures approved on 28 January, 2015. IRM Guidelines to establish the operational procedures for the new IRM advisory function were developed and include modalities for conducting Spot-Check Advisory Reviews of Project Compliance, as well as the scope of the advisory services.

Additional monitoring of the implementation of Action Plans was carried out for problem-solving initiatives. The cases included the Improvement of Health Services Delivery at the Mulago Hospital and in the City of Kampala in Uganda, the Road Sector Support Project II in Tanzania, the construction of the Marrakech-Agadir Motorway, in Morocco and the Nairobi River Rehabilitation and Restoration Program: the Sewerage Improvement Project in Nairobi, Kenya.

A new complaint about the Outer Ring Road Project in Kenya was registered. In addition, one Request for facilitation from a private company in the Republic of Congo was handled by the CRMU, and a further preliminary investigation undertaken relating to two complaints, not registered; one about the Rural and Peri-Urban Electrification Project in the Democratic Republic of Congo and the other about a private sector project in Mali. Regarding the Uganda case, the CRMU undertook a follow-up mission to Uganda on 17-19 February, 2015 and an additional consultation with the Requestors on 21 December 2015.

A plan to resolve the remaining issue was laid out and included further consultations. The CRMU has taken the final steps to close the case in Morocco. A field monitoring mission was undertaken in Tanzania and compensation activities are being monitored. The Nairobi River Rehabilitation and Restoration case in Kenya is also on the path to conclusion.

Management Action Plans for the two compliance review investigations in South Africa and Uganda are under monitoring.

The first IRM field-monitoring mission to South Africa took place between 10 and 16 May, 2015. The monitoring team assessed the implementation of the Management Action Plan of the Medupi Power Project. The Boards of Directors approved the conclusion of the Monitoring Mission Report at their 26 November, 2015 session and the annual IRM monitoring of the Medupi Power Project.

The implementation of the Management Action Plan for the Bujagali Hydropower and Interconnection Projects in Uganda remained under IRM monitoring. The 4th IRM Monitoring Report, submitted to the Board and the President on 09 October, 2012 recommended that the Bank include the outcomes of compliance issues relating to resettlement and compensation in Project Completion Reports. Initially expected in late 2013, the Project Completion Reports were still not issued.

On 31 December, 2015, the CRMU was informed by Management that the Government of Uganda had not submitted the Project Completion Reports as anticipated. This delays the conclusion of the IRM’s monitoring process of the Uganda Bujagali Hydropower and Interconnection projects.

Several briefings on the IRM and its performance were done, such as at a Boards Seminar, a Senior Management Committee session, a regional workshop in North Africa. Information was also provided to other stakeholders, including members of the Independent Accountability Mechanisms Network, representatives of civil Society Organisations involved in accountability activities, and members of the CSO Coalition on the AfDB.

Publications were disseminated and the information on the IRM webpage has been updated.

The Independent Review Mechanism (IRM) provides people adversely affected by a project financed by the African Development Bank (AfDB) with an independent mechanism through which they can request the AfDB to comply with its own policies and procedures. The IRM intervenes when people or communities affected submit a complaint to the mechanism. In this way, the IRM can be considered as a recourse instrument for project affected people who have previously been unable to resolve their problems with the AfDB’s Management. The IRM is administered by the Compliance Review and Mediation Unit of the Bank (CRMU).
1. Revised Resolution and Operating Rules and Procedures of the IRM

1.1. Context

In keeping with the spirit of the Boards’ establishment of the IRM, it was envisaged that as the mechanism progressed, essential amendments and clarifications to the IRM Enabling Resolution, and the Operational Rules and Procedures would be required, initially after three years of the IRM’s operation and thereafter, every four years. The IRM started its operations in mid-June 2006 on the basis of the Boards’ Enabling Resolution of 30th June, 2004 and its Operating Rules and Procedures which were adopted in July 2006.

Accordingly, the First Review of IRM Performance was undertaken in 2009, resulting in several changes to the Resolution Establishing the IRM and to the IRM Operating Rules and Procedures, changes which were adopted by the Boards on 16th June 2010. The Second Review was initiated in 2014 and approved in

1.2. Publication of the Revised Resolution and Operating Rules and Procedures of the IRM

On 28 January 2015, the Second IRM Review process concluded with the Boards’ approval of the revised IRM Resolution and Operating Rules and Procedure (Board Resolution F/BD/2015/02). These amendments to the older Rules enhanced the operation of the CRMU and the IRM in many ways.

The work of the CRMU will now be facilitated by a Board’s Committee on Operations Effectiveness (CODE), which is expected to create more interaction between the Boards and the CRMU, with greater future engagement of the Boards. Institutional learning and knowledge development regarding compliance review and problem-solving have been enhanced because the CRMU is authorized to undertake advisory services.

It is now possible to improve project quality through the addition of a Spot-Check Advisory Review of Project Compliance, which will make possible compliance verification outside of a formal complaint. The IRM will review two projects annually and assess their compliance with the AfDB policies and procedures.

This new advisory role of the IRM will enable the CRMU to disseminate lessons learnt from its problem-solving, compliance review and outreach related activities, to Management and Bank staff.
The IRM’s mandate has been broadened to cover the handling of complaints related to all Bank projects, whether for public or private sectors. Under the previous policies, the IRM review of private sector projects was constrained.

As regards to human rights issues, the IRM policies have been adjusted in response to rights references adopted in the Integrated Safeguards System (ISS) of the Bank.

The procedural requirements for submitting complaints to the IRM have been reduced and simplified. This makes it easier for complaints to be submitted to the IRM.

Conditions of service of the Director of the CRMU and the IRM Experts have been amended to avoid potential conflict of interest issues.

These improvements strengthen the independence of the IRM and provide further opportunities to respond effectively to the needs of the project affected communities attested by the project.

The Second IRM Review process was robust. The review started with the work of an internationally recruited independent consultant who did a comprehensive desk review of relevant Bank Group documents and policies as well as the CRMU’s complaints’ handling methods. The consultant reviewed the cases handled by the CRMU, met and talked with a wide range of stakeholders, and on 23rd April, 2014, made a presentation to the Executive Directors at an informal Boards meeting. In addition, the Consultant undertook field missions to Morocco (May 2014) and Tanzania (May 2014) to gather the views of people affected people (PAPs), project implementation units (PIUs) and government officials as well as other stakeholders in these countries. Civil Society Organizations (CSO) were given the opportunity to comment on the draft recommendations prepared by the independent consultant.

The outcomes of these consultations informed the broad-based Review Report. Special care was taken to seek the input of civil society organizations.

### 1.3. Guidelines on the Operational Procedures for the IRM Advisory Function

The Resolution B/BD/2015/03–F/D/2015/02 approved by the Boards on 28 January, 2015 expanded the mandate of the IRM to include an advisory role. The advisory function offers the CRMU/IRM an opportunity to enhance learning and promote a culture of compliance at the Bank. In adopting the Resolution, the Boards stressed the importance of clarifying the scope of the advisory function, and clearly outlining the procedures, especially for the new Spot-Check Advisory Reviews of Project Compliance, in order to avoid any conflict of interest by the IRM Experts.

In response, the CRMU developed the IRM Guidelines to set out the operational procedures for the advisory function, which include the modalities for conducting Spot-Check Advisory Reviews of Project Compliance and the scope of the advisory services.

### WHO CAN FILE A COMPLAINT?

The CRM can receive requests for recourse from two or more persons (such as community of persons, an organization, association, society or other grouping of individuals) or by a qualified representative of the affected persons. Requestors have to demonstrate that their rights or interests have been or are likely to be adversely affected by the non-compliance with the relevant Bank Group policies.
2. Status of Requests Received

Table 1. Requests received and registered

<table>
<thead>
<tr>
<th>No.</th>
<th>Date Registered</th>
<th>Country</th>
<th>Project</th>
<th>Registered for</th>
<th>Issues</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>07 October 2015</td>
<td>Kenya</td>
<td>The Outer Ring Road Project</td>
<td>Problem-solving and compliance review</td>
<td>Compensation</td>
<td>Through dialogue facilitated by CRMU, the project implementation Unit of the government of Kenya is currently compensating the people affected by projects including the Requestors.</td>
</tr>
<tr>
<td>2</td>
<td>09 July 2015</td>
<td>Kenya</td>
<td>Nairobi River Rehabilitation and Restoration Program: Sewerage Improvement Program</td>
<td>Problem-Solving and compliance review</td>
<td>Compensation</td>
<td>Negotiation between the concerned parties (the Requestors, the Athi Water Services Board and the Bank) facilitated by CRMU are on-going and are likely to result into an amicable settlement.</td>
</tr>
<tr>
<td>3</td>
<td>07 March 2014</td>
<td>Uganda</td>
<td>Improvement of Service Delivery at Mulago Hospital and in the City of Kampala</td>
<td>Problem-Solving</td>
<td>(1) Compensation (2) Inadequate due diligence in project approval procedures</td>
<td>CRMU’s fact-finding mission was undertaken in May, 2014, and a report submitted to the President and Boards. The CRMU is facilitating an on-going problem-solving exercise. Negotiations are on-going between the Requestors and the Government to establish the ownership of the disputed plot. Further information and data gathering is ongoing for potential compliance review.</td>
</tr>
<tr>
<td>4</td>
<td>25 June 2012</td>
<td>Tanzania</td>
<td>Road Support Project II</td>
<td>Problem-solving</td>
<td>Compensation</td>
<td>As at 31 December, 2015, implementation of the agreed action plan was under monitoring by the CRMU.</td>
</tr>
<tr>
<td>5</td>
<td>26 July 2011</td>
<td>Senegal</td>
<td>Dakar-Diamniadio Highway Project</td>
<td>Problem solving</td>
<td>(1) Resettlement (2) Compensation</td>
<td>Request successfully closed in December 2012.</td>
</tr>
<tr>
<td>6</td>
<td>07 October 2010</td>
<td>South Africa</td>
<td>Medupi Power Project</td>
<td>Compliance Review</td>
<td>(1) Inadequate Consultations (2) Disruption of livelihoods (3) Air pollution, and constrained access to water and (4) Climate Change</td>
<td>Implementation of the Management Updated Action Plan approved by the Boards on 13 February, 2013 is under monitoring by the IRM. An IRM monitoring mission to South Africa was undertaken during 10-16 May, 2015. The Boards discussed the Monitoring Report on 26 November, 2015 and asked Management to respond to the issues raised in the Report. In 2014, the IRM Experts undertook desk Review of the two progress reports received by CRMU from Management.</td>
</tr>
</tbody>
</table>
FUNCTION OF THE IRM

The IRM handles requests through Compliance Review (investigation) and Problem-Solving (mediation). The IRM perform an advisory function which consists of Advisory services and Spot-check advisory reviews of project compliance. The compliance review and Spot-check advisory reviews of project compliance are undertaken by The IRM Experts. CRMU undertakes the problem-solving exercises, Advisory services and outreach activities to fulfill its mandate and to contribute to the AfDB’s overall objectives.
### Table 2: Requests received but not registered

<table>
<thead>
<tr>
<th>No.</th>
<th>Complaint Received</th>
<th>Country</th>
<th>Project</th>
<th>Issues</th>
<th>Reason for Non-Registration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2015</td>
<td>Democratic Republic of Congo</td>
<td>The Rural and Peri-Urban Electrification Project</td>
<td>Compensation</td>
<td>Request related to a project that the Bank is not financing. IRM Operating Rules and Procedures 2015 in premium text mandate mechanism to handle only the requests relating to projects under consideration for financing or financed by the Bank.</td>
</tr>
<tr>
<td>2</td>
<td>2015</td>
<td>Republic of Congo</td>
<td>Support to the Evaluation of the Poverty Reduction Strategy Project</td>
<td>Private company claiming payment by government for work done</td>
<td>The Bank Management and the Government of the Republic of Congo through dialogue facilitated by CRMU are currently handling the complaint. The CRMU did not register this request in line with Paragraph III (b) of the IRM Rules which describes the people who can file a request to the IRM.</td>
</tr>
<tr>
<td>3</td>
<td>2015</td>
<td>Republic of Mali</td>
<td>Moulin Moderne du Mali</td>
<td>Resettlement, compensation</td>
<td>The Request made some reference to the involvement of the national courts Paragraph II, b. 2.d. CRMU is not authorized to receive Requests relating to matters before other judicial review or similar bodies. Due to the uncertainties of the standing of the Mali case, CRMU is investigating to determine the eligibility of this request.</td>
</tr>
<tr>
<td>4</td>
<td>2014</td>
<td>Kenya</td>
<td>Outer Ring Road Project</td>
<td>Resettlement, compensation</td>
<td>Previous IRM Rules of 2010 required the requestors to approach the Bank to resolve issues prior to submitting their complaint to the IRM. Paragraph III.b.5.e required the requestors to provide in the text of the complaint a description of the steps taken by the affected parties to resolve the problem with Bank Group staff, and explanation of how the Bank Group’s response was inadequate unless the Requestor(s) have requested confidential treatment pursuant to paragraph 8 of the IRM Rules; This requirement is overruled by the new IRM Rules of 2015.</td>
</tr>
<tr>
<td>5</td>
<td>2014</td>
<td>Republic of Congo</td>
<td>Projet d’appui au système de suivi et d’évaluation de la stratégie de réduction de la pauvreté</td>
<td>Facilitation</td>
<td>Request for CRMU facilitation approach to assist in settlement of contract payment.</td>
</tr>
<tr>
<td>6</td>
<td>2012</td>
<td>Senegal</td>
<td>Public Road Project</td>
<td>N/A</td>
<td>Complaint successfully handled by Senegal Field Office (SNFO) in line with IRM Rules 2010 Paragraph III.b.5.e as stated above.</td>
</tr>
<tr>
<td>7</td>
<td>2012</td>
<td>Kenya</td>
<td>Public Road Project</td>
<td>N/A</td>
<td>Complaint successfully handled by Kenya Field Office KEFO in line with IRM Rules 2010 Paragraph III.b.5.e as stated above.</td>
</tr>
<tr>
<td>8</td>
<td>2012</td>
<td>Madagascar</td>
<td>Mining Project</td>
<td>N/A</td>
<td>Request made by only 1 (one) individual and rejected since IRM Rules of Para.III.a.(a) stated “the CRMU has authority to receive Requests from the following people or entities: (a) any group of two or more people in the country or countries where the Bank Group-financed project is located who believe that as a result of the Bank Group’s violation, their rights or interests have been, or are likely to be, adversely affected in a direct and material way.”</td>
</tr>
<tr>
<td>9</td>
<td>2010</td>
<td>South Africa</td>
<td>Power Project</td>
<td>N/A</td>
<td>Complaint relating to corruption referred by CRMU to Integrity and Anti-Corruption Department (IACD). The old IRM Rules of 2010 Para. II.b. ii stated that: “CRMU is not authorized to receive Requests relating to: fraud or corruption”.</td>
</tr>
<tr>
<td>10</td>
<td>2009</td>
<td>Tanzania</td>
<td>Public Road Project</td>
<td>N/A</td>
<td>Complaint successfully handled by Tanzania Field Office (TzFO). In line with the old IRM Rules of 2006, Paragraph III.b.e, the request should include: “a description of the steps taken by the affected parties to resolve the violations with Bank Group staff, and explanation of how the Bank Group’s response was inadequate”.</td>
</tr>
<tr>
<td>11</td>
<td>2009</td>
<td>Kenya</td>
<td>Public Road Project</td>
<td>N/A</td>
<td>Complaint successfully handled by Kenya Field Office (KEFO) in line with the old IRM Rules of 2006, Paragraph III.b.e, the request should include: “a description of the steps taken by the affected parties to resolve the violations with Bank Group staff, and explanation of how the Bank Group’s response was inadequate”.</td>
</tr>
</tbody>
</table>
3. Requests Handled through Problem-Solving

3.1. Context

Problem-solving initiatives included handling the following complaints: the Improvement of Health Services Delivery at the Mulago Hospital and in the City of Kampala in Uganda, the Outer Ring Road Project in Kenya, the Road Sector Support Project II in Tanzania, and the Construction of the Marrakech-Agadir Motorway, in Morocco. One Request from a private company in the Republic of Congo was addressed by the CRMU.

Although formally received, the CRMU did not register a formal complaint about The Rural and Peri-Urban Electrification Project in Democratic Republic of Congo as preliminary investigation into the allegations revealed that the Requestors’ complaints were not related to this Bank project.

3.2. The Improvement of Health Services Delivery at the Mulago Hospital and in the City of Kampala, Uganda

Progress in handling the Complaint

Registered on 17 March, 2014, this complaint is being handled through problem-solving, agreed to during a CRMU fact-finding mission to Uganda from 07 to 09 May, 2014. The CRMU mission of 07 to 09 May, 2014 helped to clarify the claim and to gather relevant facts for possible follow-up actions.

The agreement reached by the parties to address the issues raised and the conclusions of the mission were reported to the Boards on 04 June, 2014.
The CRMU undertook a follow-up mission to Uganda on 17-19 February, 2015 and had several follow up communications with the parties in the course of the year. An additional consultation was held with the Requestors on 21 December, 2015.

At the last formal meeting in Kampala on 18 February, 2015, a path to resolving the issue was laid out with the proposal that the Requestors and the Land Ministry each share their relevant documents. CRMU facilitated this process.

Some progress has been achieved over the several meetings with the parties under the auspices of the Ministry of Health that have resulted in establishing some basic facts about the claim, the position of each parties, the availability of relevant documentations to all.

However, contradictory claims remained concerning ownership of land, with the Land Registry in the Ministry of Lands continuing to claim that the plot with the hospital building is government property and the Requestors insisting on their ownership of the property. The negotiation process is therefore ongoing.

Construction work on the hospital is at an advanced stage. All the floors have been built, from the ground floor to the helipad (11 floors) and floors up to the sixth have been completely walled. Work is continuing on building the walls for floors seven to eleven.

It was on 14 February, 2014 the CRMU that received a Request from a family in Uganda, alleging that the Kawempe Health Center being rehabilitated and transformed into a referral hospital with Bank financing, is a property that belonged to their late father, a medical doctor.

They claimed that neither their late father nor his siblings had received any compensation for the property and the structures built on it. They argued that fraudulent acts had been committed, as part of attempts made to justify forceful dispossession. The physician who had acquired the property and built his home and subsequently a private clinic, was allegedly abducted and killed, and his property forcefully taken away from the widow and handed over to Kampala City, now the Kampala City Council Authority (KCCA). According to the Requestors, the physician’s clinic was turned into what is known today as the Kawempe Health Center.

**Background information about the project**

The background information that gave rise to this Request is that on 06 July 2011, the Boards of Directors of the African Development Bank Group (AfDB) approved a loan of UA 56 million to the Government of Uganda to finance the Improvement of Health Services Delivery at Mulago Hospital and in the City of Kampala. The project financing is through an African Development Fund (ADF) loan (UA 46 million) and a Nigeria Trust Fund (NTF) loan (UA 10 million).1

The objective is to improve access to quality and affordable health care services for the population of the Kampala Metropolitan Area. The project supports the Health Sector Strategic and Investment Plan (HSSIP) and reduce morbidity and mortality from major disease in the country.

It is expected to benefit the entire national population, estimated at 31.8 million, since Mulago Hospital is the main national referral and teaching hospital. Immediate project beneficiaries are estimated at three million people (9.4% of the national population), the majority being women and children under the age of 15.2

The project is due to take fifty four months and centers on three broad strategic outcomes namely: capacity development and system strengthening; revitalized referral and counter-referral systems; and expanded and improved health services in Kampala City. The capacity development and systems strengthening component will focus on improving management and administration of health services in Mulago Hospital, the Ministry of Health and Kampala Capital City Authority (KCCA) including providing ICT for human

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1 AfDB Project Appraisal Report (PAR), Paragraph 1.
2 AfDB Project Appraisal Report (PAR), Paragraph 2.5.1.
resource management and financial management, training staff in leadership and management and clinical excellence and ethics and customer care. Support will also be provided for medical education and research at Mulago Hospital and Makerere University College of Health Sciences and for the development of hospital governance frameworks and human resources for health performance tools.

The second component focusing on the revitalization of a referral and counter-referral system, will allow the development of a national referral policy and system. The revised referral and ambulance system in the greater Kampala area will include the establishment of a public-private partnership to manage the ambulance system, the supply of ten ambulances, the training of para-medical staff, the establishment of a call center for ambulance operations, and community sensitization on the referral and counter-referral system. The final component, expanding and improving specialized health services in Kampala City will focus on the development of a master plan for Mulago Hospital to rationalize service delivery, improve efficiency and effectiveness, plan for the extensive rehabilitation and modernization of the Lower Mulago Hospital Complex and the construction of two new general referral hospitals in Kawempe and Makindye (Kiruddu).

The two general referral hospitals will have 24-hour emergency/trauma services and accommodation for critical staff managing emergencies and maternity services. The constructed and rehabilitated facilities will have medical equipment, furniture, ICT networks, equipment and software for patients, as well as administrative and financial management systems.3

The project is classified as Category 2 according to the Bank’s Environmental and Social Assessment Procedures.

The Request relates to the component of the project which involves the construction works to develop Kawempe and Kiruddu Health Centers (located in Kampala City) into referral hospitals. The complainants argue that the Kawempe project site was occupied by a fully functioning private hospital, which was forcibly confiscated from the complainants’ father, now deceased.

3.3. The Outer Ring Road Project, Kenya

Progress in Handling the Complaint

The CRMU registered the complaint concerning the Outer Ring Road Project in Nairobi, Kenya, on 07 October, 2015. This is in fact the second complaint about this project.

Previously, in 2014, the CRMU had reported on the handling of a petition relating to this project through problem-solving.

When the Requestors initially contacted the CRMU, the Director conducted a preliminary review of the complaint and observed that the complainants had not raised the issues with Bank Management, a step that was required under the old IRM Operating Rules and Procedures. Therefore, the CRMU facilitated dialogue between the complainants, the Project Implementation Unit in Kenya and the relevant Bank department to enable an amicable resolution of the issue on the ground.

3 PAR, Paragraph 2.1.
In June 2014, the Requestors and the Project Implementation Unit informed the Director of the CRMU of the resolution of the issues to the satisfaction of the Requestors, with the Requestors included in the list of affected persons to be considered for compensation. The CRMU concluded then that the issues had been successfully resolved.

However, on 14 September, 2015, the CRMU received a second complaint about the same project, with the complainants arguing that the Project Implementation Unit had not fulfilled its commitments under the agreement reached as a result of the 2014 dialogue facilitation initiative by the CRMU.

In this Request, the open air traders were reported to have been omitted as people affected by projects (PAPs) in both the Outer Ring Road Environment and Social Impact Assessment (ESIA) and the Appraisal Reports when it was well established that they had been carrying out their businesses in the project area for between 7 and 20 years. The complainants claimed that despite being among people adversely affected by the project, they had not been recognized in the report by the Project Implementation Unit, the Kenya Urban Roads Authority (KURA) that had deliberately ignored them and established a non-transparent list of PAPs. With their names excluded from the list of PAPs they would thus not be eligible for compensation, in violation of Bank policies.

**Background information about the project**

According to the Summary of the Project Environment and Social Assessment Impact (ESIA) (pages 10-17) published on 11 July, 2013, the Outer Ring Road is located in different zones in Nairobi North and Nairobi East District of Nairobi County. The road connects the Nairobi –Thika Highway to the Eastern Bypass, Kangundo Road, Northern Bypass, Mombasa Road and the all-important Kenyan gateway, the Jomo Kenyatta International Airport. The road (13km) covers the following areas: Malango Kubwa; Kiamaiiko; Huruma; Kariobangi; Umoja; Mukuru; and Embakasi. The project involves large scale road construction in a fairly densely populated urban setting and aims to improve traffic flow in the city of Nairobi by constructing a 13km outer ring road dual carriageway and upgrading existing intersections to six grade separated intersections and two underpasses, together with integrated non-motorized transport (NMT) facilities for the entire road length.

However, the negative social impacts of the project include:

— **Loss of Assets:** In improving the road and upgrading to dual carriage-way, an estimated 445 informal businesses (hawkers) will be displaced from the road reserve and will require compensation. The Nairobi City County has eight possible locations, mainly existing markets, where some of these traders could be relocated. Although the existing area of the market stalls is said to be fully occupied, the markets can be expanded to accommodate these affected persons. These markets are along the project road at Kariobangi North, Kariobangi South, Tassia, Kiamaiko, BabaDogo, Umoja, Tena and a wholesale market site (Kangundo Road). The County considered it not possible to accommodate some of the trading activities, (including garages, furniture shops, building materials and hardware, car sale yards, car wash, and metal fabrication) in the above sites and therefore, these people would be compensated as they have requested at various forums. To mitigate the impacts, all affected people entitled to compensation will be compensated before the start of construction.

— **Land Take:** A total of 177 properties will be affected by widening the road to dual carriageway and this may require compulsory acquisition to allow for road improvement. The 177 properties are the total number of parcels that have title deeds and include those that have encroached on the land reserved for the road improvement. Legitimate property owners will be compensated at the statutory rates (for replacement and disturbance, including loss of any business, if applicable) ovoid of any other relief applicable.

**3.4. The Nairobi River Rehabilitation and Restoration Program: Sewerage Improvement Project, Kenya**

**Progress in Handling the Complaint**

A complaint relating to the Nairobi River Rehabilitation and Restoration Program: Sewerage Improvement Project was received on 11 June, 2015, from a family negatively affected by the project. The CRMU responded with a problem-solving initiative.

The Requestors claimed that the company in charge of building the sewerage line in Dagoretti area,
Nanchang Sewerage Company, had passed the sewage line through their compound. The contractor allegedly destroyed a number of properties and damaged the Nairobi water main lines. The complainants requested that the Athi Water Services Board (AWSB), the project implementation unit fulfill its promise to pay compensation after completion of the work. Despite their follow-up, the family reported that both the contractor and AWSB have refused to cooperate on both repairing the damage caused to their property and compensating them for the loss incurred. With the project being almost complete, the principal Requestor is concerned that the contractor might leave the site without completing the repair work. Subsequently, another family has joined the first and asked for CRMU involvement.

**Background Information about the Project**

The Board of Directors approved a loan of UA 35.00 million for this project, through its ADF window, to the Government of Kenya. The project’s focus is the sewerage infrastructure in Nairobi and specifically ensuring that the wastewater generated in the city is collected and directed to treatment facilities without being an environmental hazard. The project includes the rehabilitation and expansion of treatment plants and old trunk lines, as well as laying new ones in some areas with secondary and tertiary reticulation. Community sanitation has been included in informal settlements and low-income areas where trunk lines will be installed. The project has three main components: waste-water infrastructure, covering the rehabilitation and expansion of the sewerage system; sanitation, hygiene and social environmental support; and institutional development support. The initial project duration was from October 2010-December 2014.

The project is classified as Category 1 according to the Bank’s Environmental and Social Assessment Procedures (ESAP) as its nature and scope have the potential to cause environmental risks during the construction and operational phases of the trunk sewers and wastewater treatment facilities.

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4 Project Appraisal Report, p.3
3.5. The Road Sector Support Project II, Tanzania Progress in Handling the Complaint

When this complaint was registered in June 2012, the Requestors agreed to a CRMU problem-solving initiative. The Request originated from affected communities located in the Babati-Dodoma Road section which was one out of the three sections to be upgraded under the Tanzania Road Sector Support Project II (RSSPII). The Requestors complained to CRMU that they received demolition notices from TANROADS which had already started the road construction without compensating them. They demanded compensation/resettlement benefits to themselves and the other PAPs.

In 2015, CRMU confirmed the monitoring of the implementation by TANROADS of the mitigation actions contained in the Action Plan.

In view of the fact that the RSSPII comprises three sections and in accordance with the Bank’s Resettlement Policy, during the scoping meeting in October 2012, the CRMU agreed with TANROADS and the Bank that the resulting Mediation Action Plan (MAP) which was signed by the parties should cover the compensation and the access to grievance mechanisms for the requestors, besides other PAP living along the three sections of the road (i.e., Babati-Dodoma, Tunduru-Mangaka and Mangaka-Mtambaswala).

The CRMU monitoring of the TANROADS implementation of MAP was phased out in line with RRSSPII works schedules. During the 1st Monitoring, the CRMU’s meeting with the Requestors, TANROADS and the Bank in June 2013 culminated in update of the MAP in light of the successfully delivered actions by TANROADS and the remaining ones in Babati-Dodoma section.

In July 2014, the CRMU facilitated meetings between the Requestors, TANROADS and the Bank’s country office in Tanzania that help to resolve the issues raised by 8 people from the Babati section that were dissatisfied with the compensation amount they received. In October 2014, the CRMU received the records ascertaining that the Government of Tanzania had provided the funds to TANROADS to settle the pending compensation cases in Babati and to pay the PAPs in the other two sections of the Road.

In 2015, CRMU reviewed records of actions implemented by TANROADS in the other two sections of the road (i.e., Tunduru-Mangaka and Mangaka-Mtambaswala); including (i) the records of compensation of PAPs; (ii) the property valuation reports; and (iii) other actions covered by the MAP (operationalization of grievance mechanisms). In December 2015, CRMU issued the inception report which should be validated during the field mounting mission scheduled in 2016.

Background Information about the Project

The RSSP II is co-financed by the AfDB and the Japan International Cooperation Agency (JICA). It was approved by the AfDB’s Boards of Directors on 05 April, 2012. The total cost of the project is UA212.78 million, and the Bank’s loan was for UA 140.00 million. The Government of Tanzania contribution is TZS13.27 billion (USD 8.43 million) to cover the compensation and resettlement of PAPs.5

The components of the project are: (i) civil works for upgrading the three road sections along 178.81 km in Dodoma-Babati region, 9.59 km in Manyara Region and 139.6 km in Mtwara and Ruvuma regions, (ii) Consulting services including the supervision of the civil works, (iii) studies (road safety, gender and HIV/5 Appraisal Rapport, Tanzania Road sector support projet II, ADF/WP/2012/17, 13 March 2012, p. iv.
AIDS), (iv) the project audit and capacity building, and (v) the compensation and resettlement of PAPs.

The project benefits are to facilitate transportation of agricultural products to markets, enhance access to social services in central Tanzania and promote interregional connection between Tanzania and neighboring countries of Zambia, Malawi and Mozambique.

The upgrade of the road will entail demolition of properties within 45m road reserves. Subsequently, 310 households, 318 structures, 8,378 trees, 20 graves, 26 farmlands will be affected in Babati–Manyara section; 13,030 households, 215 houses, 329 small businesses and 12,404 trees and 79 graves in Tunduru-Mangaka section; and 803 households, small businesses, trees, warehouses, mosques, water wells and primary school in Mangaka–Mtambaswala section.

Due to its social impact, the project was classified by the Bank as high risk category 1.

3.6. The Construction of the Marrakech-Agadir Motorway, Morocco

Progress in Handling the Complaint

This request is one of the earlier complaints to be registered by the CRMU. It was registered by the CRMU on 29 July, 2010 for both problem solving and compliance review. This year, the CRMU organized further consultations with the Requestors to resolve some additional claims that surfaced at a time when the case was reaching its conclusion after a lengthy CRMU monitoring.

The principal Requestor was an NGO (le Centre de developpement de la region de Tensif (CDRT)) based in Marrakech, Morocco. CDRT was also representing affected communities living along the Chichaoua–Imintanout section of the Marrakech-Agadir Motorway which was financed by the Bank.

The Requestors alleged harm included difficulties in crossing to lands and social amenities due to the inadequate overpasses or underpasses; the difficulty in accessing watercourses destructed or diverted by the road construction; and the degradation of their agricultural lands by the flooding resulting from diversion of valley and the graveling.

The CRMU fact-finding mission to Morocco in October, 2010 culminated in signature of a Mediation Action Plan (MAP) which was signed by the principal Requestors, the Bank and the project executing agency (Société Nationale des Autoroutes du Maroc (ADM)). Under this plan, ADM was to remedy certain deficiencies by the end of 2011.

In light of ADM successful delivery of the 6 out of 8 remedial measures agreed under the (MAP), the
Director of CRMU submitted the Problem-Solving Report to the President and the Boards of Directors on 15 December, 2011. The CRMU was to monitor the resolution of two pending actions to be delivered by the ADM (building water catchment basin and restoring the damaged agricultural lands).

The IRM experts independent assessment which was submitted to the Boards of Directors in January 2012 concluded that the request was not eligible for compliance review since issues were adequately handled by the CRMU problem solving exercise; however, if requestors are dissatisfied they can resubmit a fresh request for compliance review. The pending actions have been under monitoring by the CRMU since January 2012 (including CRMU’s annual missions in June 2013 and February, 2014).

In 2014, the Director of CRMU considered that the two pending issues were handled. However, the decision to close the case was postponed to investigate some additional claims raised to the CRMU during the assessment of the impact of problem-solving of this request as part of the Second Review Process of the IRM. The Consultant who was undertaking the IRM review visited the project site from 07 to 09 May, 2014, and held various discussions in Marrakech with the PAPs and CDRT.

The Consultant reported to the Director of CRMU the dissatisfaction of some PAPs with the quality of civil works for restoring their affected lands. The PAPs claimed they had signed the procès verbal (attestations) sent to the CRMU, on the basis of their trust of ADM commitments at the time. The Consultant observed that the problem-solving exercise conducted by the CRMU, though apparently successful, had left some PAPs still not entirely satisfied.

The Director of CRMU followed up with CDRT and organized further consultations with the PAPs, including a fact-finding mission by CDRT to the site. In March 2015, CDRT formally confirmed to CRMU that the two affected people who raised the additional claims were under the impression that they would be compensated for the damages of their lands; in addition to the ADM civil works to restore these lands. CDRT conducted an evaluation of the problem solving exercise and shared its findings with CRMU in December, 2015.

With assessment of the additional information, the Director of CRMU considered the problem-solving exercise successful and prepared the relevant report for submission to the President and the Boards of Directors in the early 2016.

**Background information about the project**

The Motorway project was approved by the ADB’s Boards of Directors on 21 July, 2006. The project’s total cost was UA 583.99 million whereof the Bank’s loan (EUR 118.60 million) was to finance the civil

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† The UA 70.38 million project is co-financed by the ADF, the fragile State Facility and the Democratic Republic of Congo at UA 9.69 million, UA 60 million and 0.69 million UA respectively
works and supervision consultancy on Chichaoua-
Imintanout, the Motorway section financed by the
Bank. The Project involved civil works of a 233.5
km 2-lane dual carriage motorway from Marrakesh
to Agadir. It also includes the construction of
interchanges, viaducts, overpasses and underpasses,
and vehicle and pedestrian crossings.

The Societe Nationale des Autoroutes du Maroc
(ADM) is the executing agency.

Due to its potential impact, the project was classified
by the Bank as «category 1», which requires a full
ESIA. The Appraisal Report mentioned several
negative effects of the construction of the motorway,
such as noise, dust and gas emissions which could
have an influence on the health of the local residents;
the potential risk of worsening the problem of
flooding due to the inadequate sizing of hydraulic
structures; and cuts in the farmlands which could in
the future make cultivation more difficult.

The report referred to several mitigation measures
such as maintaining the agricultural drainage and
irrigation networks during the project construction
and compensating for any possible damages to the
lands from the civil works.

3.7. Projects Handled through CRMU
Facilitation

3.7.1. Support to the Evaluation
of the Poverty Reduction Strategy
Project, Republic of Congo

In its problem-solving role, the CRMU received an
unusual request from a private company, LINPICO,
concerning a Bank-financed project in the Republic
of Congo. The company claimed to have provided
technical assistance in implementing the project
PASESRP, which aimed to support the government’s
Poverty Reduction Strategy.

On 13 November, 2014 the CRMU received a
mediation Request from LINPICO. The project had
started on 4 June, 2009 with LINPICO providing
technical assistance to the government, however
the government had failed to settle the EURO 259
201.28 it owed LINPICO. The CRMU’s involvement
has essentially led to the initiation of dialogue
between the parties. This was the result of evidence
provided by LINPICO and effort by Management
that has now established formal contact with the
government. Administrative steps have been taken
by the government to pave the way for settling the
payment. The CRMU’s monitoring procedure of the
case has been shared with the parties involved.

3.7.2. The Rural and Peri – Urban
Electrification Project,
Democratic Republic of Congo
(DRC)

On April 2015, the CRMU received a Request relating
to the Rural and Peri-Urban Electrification Project,
in the Democratic Republic of Congo (DRC)6. The
complainants accused the Project Implementation
Unit, the Société Nationale d’Electricité de la RDC,
(SNEL) of violating several of the African Development
Bank’s rules and procedures.

SNEL allegedly had not disseminated the information
on the project impact assessment and its content
to the local population or people affected by
the project (PAPs), nor had they complied with
several provisions of the Environmental Code of
the DRC, nor policies, especially those relating to
the preparation of Resettlement Action Plans and
provision of compensation. The complainants also
cited problems with environmental degradation and
the failure of key safety measures, as well as illegal
requisition of land.

In view of the nature and extent of the allegations,
the CRMU conducted preliminary investigations
to establish the facts prior to registration. These
revealed that the project is financing the construction
of electric infrastructure as well as the rehabilitation
of distribution networks of five areas (called ‘dark
centers’ in Kinshasa), the rehabilitation of networks
and substations for 16 municipal councils in
Kinshasa, and the rehabilitation and extension of
networks in the provinces of Bas-Congo, Bandundu,
South Kivu and East Province.
From an environmental standpoint, the project was classified in Category II (on 26 July, 2010), according to the AfDB Group’s criteria, since it contains physical environmental interventions albeit with a clearly delimited spatial impact, which may be addressed by adequate mitigation and compensation measures. The negative impact relates particularly to the construction of new lines in Kinshasa and in the country’s interior.

However, CRMU investigations showed that the Requestors’ complaint was related to a different project, which was not financed by the Bank, and therefore the complaint was deemed outside the mandate of the IRM and was not registered.

### 3.7.3. The Project Moulin Moderne du Mali

On 23 September 2015, CRMU received a copy of a complaint forwarded by the Integrity and Anti-Corruption Department. The Request was launched by an international NGO in support of a local counterpart.

According to the complaint, Moulin Moderne received on 17 September 2014, a credit line from the Bank amounting to 16.8 million Euros (10.8 million FCFA). The Requestors argued that the project promoters may have given false information during project development and that the land of project affected persons were taken away, without compensation resulting in a conflict over land that is pending since May 2010.

The CRMU initiated a fact finding exercise to establish the merit of the case for registration. The information sought will establish whether the case was in court or not at the time the request was launched. A case that is pending before a national court cannot be registered by CRMU. The decision to register the case is being withheld to enable CRMU to gather all the facts, including the nature of the issues raised in the complaint, legal and other representation issues to decide if it meets the registration requirements.

**INFORMATION TO BE INCLUDED IN A REQUEST**

- A reference to the project, stating all the relevant facts including the harm suffered by or threatened to the affected parties;
- How the parties have been or are likely to be materially and adversely affected by the Bank Group’s act or omission and what rights or interests of the parties were directly affected;
- When requesting a compliance review, an explanation of how Bank Group policies, procedures or contractual documents were violated;
- An indication if there has been any previous communication between the affected parties and the Bank Group concerning the issue (s) raised in the Request;
- In Requests relating to matters previously submitted to the CRMU, a statement specifying what new evidence or changed circumstances justify revisiting the issue.

If some of the above information cannot be provided, an explanation should be included.
4. Compliance Review Requests Handled by the IRM Experts

4.1. Context

Monitoring activities were undertaken on two ongoing compliance review investigations, the complaints about the Medupi Power Project in South Africa and the Bujagali Hydropower and Interconnection Projects in Uganda. Substantive progress was made with the first monitoring activity conducted on the Medupi case.

4.2. The Medupi Power Project in South Africa

Progress in Handling the Complaint

In 2015, the IRM completed its first monitoring exercise of the complaint related to the Medupi Power Project. The Monitoring Report was prepared during a mission that occurred, in consultation with the government, on 10-16 May 2015 and discussed by the Boards of Directors of the Bank Group at their 26 November, 2015 session.

The IRM mounting report highlighted areas and remaining challenges in Management’s effort to address issues raised by the complainants regarding reducing the risk to public health from emissions, strengthening supervision missions, effective assessment of regional impacts, compliance with integrated water resources management policy, improving consultation with the communities, desecration of graves and other heritage issues.

The Boards noted that the monitoring mission is a useful practice as the generating units in Medupi come on-line, and decided to institute additional annual IRM monitoring missions in the mechanism’s future work plans, as approved by the Boards of Directors at their meeting on 13 February, 2013.

The approved two steps monitoring process included an assessment of progress achieved in the implementation of the Management Action Plan and a field mission at the end of this monitoring phase.

It should be recalled that IRM monitoring is one of the steps in the handling of the complaints through compliance review. The process of handling these complaints is governed by the IRM Operating Rules and Procedures approved by the Boards of Directors of the AfDB and is as follows: (1) registration of the complaint, (2) approval by the Boards of the eligibility report, (3) approval by the Boards of the Compliance Review Report and (4) Action Plan prepared by
Two South African nationals who requested that their identity be kept confidential, submitted a complaint to the CRMU on 28 September, 2010 regarding the Medupi Power Project and asked for a compliance review/investigation. Their Request raised the following issues:

- Non-compliance with Bank safeguards policies.
- Concerns about the impact of the Bank’s loan on South Africa’s carbon reduction commitments.
- Concerns that communities living near the Medupi plant will bear the burden of hidden costs.
- Corruption and conflict of interest.
- Inadequate consultation; and.
- Concerns that only large corporations will benefit from the project, not the poor people.

The complaint was registered on 07 October, 2010, with the compliance review/investigation of four out of the six issues raised by the Requestors approved by the Boards on 15 July 2011. The IRM Compliance Review Report and the relevant Management Response and Action Plan were discussed by the Boards on 19 September, 2012. An updated Management Action Plan was submitted and adopted by the Boards on 13 February 2013, together with the Terms of Reference of IRM monitoring of the plan implementation.

The objective of the monitoring was to assess progress made by Management in achieving compliance with Bank policies and procedures in the Medupi Power Project through implementation of the Action Plan.

The IRM completed the Desk Review of the monitoring in November 2014, immediately after receiving the third update from Management on the implementation of the Action Plan (completed in September 2014). The IRM review was based in part on documentation provided by Management, in particular Supervision Reports by Bank staff over the last three years subsequent to the Boards adopting the Management Action Plan, and in part on a field-based review by the IRM monitoring team that took place on 10-16 May, 2015. The findings in the Monitoring Report are therefore based upon the Desk Review of Management Supervision Reports and the observations from the field mission.

It is to be noted that the project is in transition from the construction phase to the operational phase.

The start-up of the first 794 MW generating unit was delayed for several years, but has begun with the testing of the boilers and synchronization with the distribution system. With the plans now calling for start-up of the subsequent units on a 12-month cycle, the construction phase of the generating units is estimated by Eskom to be complete in 2021, and the construction of the flue gas desulfurization units by 2027. This date is important because the full environmental and social effects, especially with regard to air and water quality, will not be discernable until all units are operating, initially without, and later with, FGDs. Thus compliance with Bank and national standards cannot be determined until the late 2020s. Nevertheless, having one generating unit in the start-up phase is of significant value to Management and the IRM monitoring process in order to allow a review of the issues at the core of the existing Construction Environmental Management Plan as well as the pending Operational Environmental Management Plan.
Background Information about the Project

The Medupi Power Project constructs a 4,764 MW coal-fired base load power plant in Lephalale, Limpopo Province, South Africa. It is the fourth largest coal-fired power plant in the world. The Boards of Directors of the Development Bank Group approved a loan, not to exceed the aggregate sum of EUR 930 million and ZAR 10.63 billion, for the supply and installation of six boilers and turbo-generators for the project, on 25 November, 2009.

According to the Project Appraisal Report (PAR), the total cost of the power project from all financing sources at that time was estimated at EUR 11.19 billion (UA 10.18 billion).

4.3. The Bujagali Hydropower and Interconnection Projects in Uganda

Progress in Handling the Complaint

The CRMU continues to monitor the implementation of the Management Action Plan approved by the Boards of Directors in July, 2009. The plan contained mitigation actions to address issues of resettlement, cultural heritage and the environment raised by the complaint. The Bujagali Hydropower and Interconnection Projects in Uganda is the oldest active case under monitoring by the IRM, with significant progress having been made in the on-going handling of this complaint since 2007. As the result, the CRMU had anticipated closing the case in 2015 because key milestones had been achieved, including the implementation of most recommendations of the Compliance Review Investigation Report approved by the Boards.

The IRM's assessment of these achievements was undertaken in the course of four monitoring missions between 2009 and 2012. The 4th IRM Monitoring Report, submitted to the Boards of Directors and the President on 09 October, 2012, recommended that the Bank should ensure that the outcomes of compliance issues relating to resettlement and compensation are included in the Project Completion Reports.

The IRM Monitoring Report concluded that if the IRM considered these Project Completion Reports satisfactory, no further monitoring would be needed. Initially the Project Completion Reports were expected in late 2013.

However, in September 2013 Management advised the CRMU that the project completion timeline had been postponed until 2015. As an interim measure, in April 2014, Management submitted an update of the actions taken to address pending issues, to the CRMU. On 31 December, 2015, the CRMU was informed by Management that the Government of Uganda had not submitted the Project Completion Report as anticipated, delaying the conclusion of the IRM's monitoring process of these projects.

Management is following up with the relevant government departments in Uganda to have the Project Completion Reports finalized and is confident that these reports will be submitted this year. This will enable CRMU to close the case.

The complaint about the Bujagali Hydropower and Interconnection Projects was submitted by a national NGO that raised several issues, including inadequate social and environmental impact assessment, and a lack of consultation with the affected communities. The Request was registered on 16 May, 2007.

The Compliance Review was authorized by the Boards of Directors on 07 September, 2007. The Compliance Review Report of the IRM Panel was adopted on 9 July, 2008 and the Management Action Plan approved in May 2009. Four IRM monitoring missions have been undertaken and the respective Monitoring Reports submitted to the Boards of Directors.

Background Information about the Project

The Bujagali Hydropower Project, which was approved by the Boards of Directors of the ADB Group on 2 May 2007, was developed by the private company Bujagali Energy Ltd. (BEL) which constructed a 250MVA run-of-the-river power plant on a Build-Own-Operate-Transfer basis at the Bujagali Falls on the Nile River near Jinja, (about 8 km downstream from the existing Nalubala and Kiira hydropower stations).

The Bujagali Interconnection Project is closely associated with the Bujagali Hydropower Project that was proposed for private sector loan. It was approved by the Boards of Directors of the African Development Fund (ADF) on 28 June 2007. The
The project will provide the transmission infrastructure to interconnect the new Bujagali hydropower station to the national electricity grid.

Its major components include: the construction of about 100 km long transmission lines, a switchyard at the project site, and a new substation at Kawanda located north of Kampala. The transmission facilities will be constructed and operated by Uganda Electricity Transmission Company Ltd. (UETCL), a state-owned utility.

The project cost was estimated at US$ 750 million. The ADB provided a loan of US$ 110 million (UA 73.8 million equivalent), approximately 15% of the total cost of the project. The total cost of the Interconnection project is estimated at UA 50.13 million (US$ 74.7 million equivalent). The ADF loan, of UA 19.21 million (US$ 28.6 million equivalent), represents approximately 38.3% of the total cost of the project.
5. Enhancing the Visibility of the IRM

5.1. Context

Outreach activities remained a key priority throughout the year. The strategy helped to raise awareness about the mandate and functions of the IRM, both outside and within the Bank, and to equip communities affected by Bank-financed projects with the information needed to engage in constructive dialogue with the Bank and, if necessary, to access the IRM to handle their complaints.

At the core of the approach is the recognition that a widely-known IRM will increase the possibility for people, adversely affected by projects financed by the Bank Group, to lodge their complaints (Requests) with the CRMU with the expectation that the unit will respond either through problem-solving or by undertaking an investigation (compliance review).

The CRMU took a multi-channel approach, which includes, engaging with the Boards of Directors, Management and Bank staff as well as with civil society organizations (CSOs), project implementation units (PIUs) and government representatives, who all have direct communication with project affected communities. Customized information materials (i.e. IRM brochures, CSO’s Information Guides, Community Information Kits) were distributed at local levels.

5.2. Boards and Senior Management Seminars

In addition to regular consultations with Bank operations staff and Management on the handling of complaints, the CRMU had two specific sessions dedicated to the Boards on 6 November, 2015 and to the Senior Management Consultative Committee on 25 November 2015.

These two organs of the Bank were provided with an update on the work of the CRMU. The sessions focused on lessons emerging from the experience of managing complaints from project-affected communities in Africa. Discussions were supported by a CRMU study that benchmarked the performance of the IRM with that of the other Independent Accountability
Mechanisms (IAMs) working in Africa. The analysis focused only on Requests registered from 2004 (the year of IRM’s establishment) to 2013, handled by the accountability mechanisms of the World Bank, the AfDB, the International Finance Corporation and the European Investment Bank.

The comparative analysis on the above four IAMs was carried out by evaluating the data collected on the basis of the twelve criteria: number of Requests received by each IAM globally and relating to projects financed in Africa; a preliminary review of Requests for registration; the proportion of the total Africa derived Requests received that were registered by each IAM; regional spread of each IAM’s Africa derived Requests; national and trans-border nature of Requests; the financing of the related projects; identification of Requesters, confidentiality clause; classification of Requests; handling of Requests; Request follow up; and Requests by project sector.

A detailed briefing on the activities of the CRMU was also presented.

5.3. Outreach Activities

The CRMU participated in or held several meetings involving members of the Network of Independent Accountability Mechanisms (IAMs), the Stakeholder Engagement Working Group (SE) and CSO. These activities are part of the CRMU’s strategy of sharing experience, and engaging with CSOs and other IAMs to address the challenges facing the IRM in terms of exposure, outreach and interactions with communities affected by Bank-financed projects.

The first joint meeting of the Independent Accountability Mechanisms and the Stakeholder Engagement Working Group (SE) held on 10-11 April, 2015, offered the CRMU an opportunity to explore how to enhance its visibility. The session considered the feasibility of establishing a system for regular knowledge sharing and ways of disseminating information on the existence of the IAMs through different project activities organized by or participated in by international finance institutions’ (IFIs) Stakeholder Engagement personnel. Experiences were shared on the effectiveness of local and institutional grievance mechanisms and the challenges of making Independent Accountability Mechanisms of IFIs known to project stakeholders, particularly at the level of project grievance mechanisms, as well as ways of promoting information disclosure and public consultation.

The SE is a network comprising 30 members from different international finance institutions (IFIs) that meets annually to discuss issues related to stakeholder engagement at institution, as well as project level.

The CRMU, together with representatives of the other IAMs, identified several opportunities for engaging in joint outreach activities when relevant and possible. The first such activity was organized in Washington DC, on 12 April, 2015 and saw the participation of Washington DC-based CSOs. These CSOs provided a general assessment of the trend they see with the redress and accountability instruments, and received information on recent changes in policies and procedures of some of the IAMs. The CRMU briefed the session on the Second Review of the IRM, focusing on the amendments made to the IRM Resolution and the Operating Rules and Procedures.

Another set of outreach activities was held during the Twelfth Annual Meeting of the Network of Independent Accountability Mechanisms (IAMs) held in Paris, France, on 07-09 December, 2015. The subject for discussion during this dedicated
The forum included trends in accountability, the protection of complainants and whistle-blowers, and the impacts of recent safeguard reviews at relevant IFIs on the functioning of accountability mechanisms. Suggestions were also made on how to link the work of the IAMs with the process of the United Nations Framework Convention on Climate Change (UNFCCC), as it will address the grievance/accountability policies of the specific climate change related financial flows such as the Green Climate Fund and other UNFCCC funds. Engagement with these organizations will be strengthened because they act as intermediaries between Requestors and the IAMs. The CRMU shared the outcome of the Second Review of the IRM, potential areas of cooperation and ideas on common criteria for measuring effectiveness.

5.4. Joint Event at Alternative Mining Indaba, Cape Town, South Africa

The Office of the Compliance Advisor Ombudsman (CAO) of the World Bank Group and the Compliance Review and Mediation Unit (CRMU) of the African Development Bank Group organized a joint outreach event for civil society organizations in Cape Town, South Africa, on 10 February, 2015 on the margins of the Mining Indaba and Alternative Mining Indaba events. During this outreach session CSOs and staff from CAO and the CRMU discussed the mechanisms, their mandate and how the mechanisms work with civil society and local communities to address environmental and social harm, and improve outcomes on the ground for AfDB Group and World Bank Group projects financed by IFC/MIGA in South Africa.

5.5. Outreach Workshop for Countries of North Africa, Tunis, Tunisia

This Tunis regional awareness and dissemination workshop for regional member countries (RMCs) and project stakeholders was held on 14-15 December, 2015 and was attended by 50 participants from Egypt, Mauritania, Morocco and Tunisia.

The attendees represented PIUs and CSOs active in the fields of accountability and transparency, anti-corruption, local development, gender, environment protection and resettlement.

Participants were familiarized with the updated Resolution, and Operating Rules and Procedures as well as the activities of the IRM. They were also briefed about the Bank’s engagement with CSOs and the Bank’s Integrated Safeguards System.

The consultation concluded with recommendations for the greater engagement of stakeholders, including CSOs and PIUs from North Africa in compliance review, problem-solving/mediation processes as well as in facilitating affected people’s access to the IRM.
5.6. Fall Meeting of the Multilateral Financial Institutions’ Working Group on Environment and Social Standards

The CRMU provided a briefing to the working group on Environment and Social Standards of IFIs at their fall meeting that was held 30 September - 02 October, 2015 in Abidjan. The discussions enabled the CRMU to update the group on several new developments at the IRM, including the new IRM Resolution and Operating Rules and Procedures their provisions for simplified access to the IRM and the strengthening of institutional learning through its advisory function, as well as the extension of the mandate to cover all Bank projects.

5.7 Participation in the Bank Consultations with Civil Society Organizations

The CRMU has participated in several consultations inside the Bank that relate to its outreach strategy by offering opportunities to connect to other stakeholders and/or to provide briefing to Bank staff on the IRM. They include the following:

- Participation in the establishment of the AfDB-CSOs Committee. In the context of its ten year strategy, the Bank has begun to revitalize the AfDB-CSO Committee as a way of strengthening its engagement with CSOs. The AfDB-CSO Committee consultation was held on 31 March, 2015. This is a consultative process set up by the Bank to organize engagement and collaboration with CSOs as the Bank recognizes that CSOs’ expertise and contributions are essential to achieving more sustainable development results on the continent. The AfDB-CSO Committee acts as the interface between the Bank and African CSOs, with a mandate to advise the Bank, informing it about possible ways to implement the CSO Engagement Framework, forging strong partnerships with CSOs, and contributing to the consolidation of the Bank’s relations with CSOs.

- A CSO mapping exercise. As the role of CSOs is so critical to the discharge of CRMU activities, the office is taking part and contributing to an exercise mapping African CSOs in order to provide the AfDB with an overview of CSOs on the continent by sector of activity, and more specifically, in line with the Bank’s priority focus areas as defined in its 2013-2022 Strategy. This should be achieved through the establishment of a database of CSOs, identifying their involvement in the Bank’s activities in terms of policy dialogue initiatives on national strategies and the implementation of operations in each country. The study is expected to propose an accreditation system for CSOs likely to be involved in the Bank’s activities at the central level, in the various countries, as well as regionally. It is also to document lessons learned, so as to guide the Bank’s support to CSOs in country, and discuss opportunities for collaboration. The outcome of the mapping is therefore of special interest to the CRMU because it will provide the unit with comprehensive information that is likely to enhance the interaction with CSOs.

- Fall Meeting IFI’s of working group on environment and social standards 30 September-2 October 2015, in Abidjan. A presentation on the IRM, operating and its rules and procedures was given.

- The Civil Society Forum, organized by the Bank during the Annual Meeting of the AfDB in Abidjan, saw the participation of the CRMU and shared information with CSOs on the revised IRM Resolution and the Operating Rules and Procedures of 2015.

5.8. Dissemination of the IRM Publications

CRMU publications continued to be disseminated to all stakeholders. These include the new Resolution and Operating Rules of the IRM and information and awareness brochures.

Particular attention was given this year to specific CSOs that are part of the CSO Coalition of the AfDB. Operations staff within the Bank were also targeted, along representatives of project implementation units.
ADVISORY SERVICES

The CRMU has been authorized by the Boards of Directors to provide advisory services on 28 June 2015. These services are to be triggered upon receipt by CRMU Director of a request for advice or technical opinion from the President and/or the Boards or upon approval by the President and/or the Boards of a proposal submitted by the Director of CRMU for such advisory service.

The scope of the advisory service will be:

- Requests for advice must be consistent with the mandate of the CRMU and not be project-specific; and

- Upon the submission of a request for advisory services, CRMU will prepare Terms of Reference that clearly outline the scope of the advice sought.

These Terms of Reference will be attached to the Advisory Note to be sent to the President and/or the Boards, as the case may be.
6. Lessons Learnt

6.1. Awareness about the Mandate of the IRM

The outreach activities of CRMU indicated that local communities and participants from executing agencies implementing high risk Bank’s financed operations are often not aware of the role of the IRM and the need to comply with the safeguard standards of the Bank Group.

The mainstreaming of information about the IRM functions in the projects documents (such as, appraisal reports and loan agreements) could persuade the Borrowers to pay due attention to the Bank’s safeguards standards during the implementation of the projects.

CRMU must put more emphasis on information sessions targeting local communities and also staff in executing agencies.

6.2. Need for the dissemination of Bank Policies and Procedures

The IRM stakeholders do not always have full knowledge of new development in the Bank. Therefore, the Bank should continue to improve the dissemination of updated policies and procedures to all interested parties in the Bank’s operations, including Borrowers, executing agencies and CSOs.

Facilitating access to the Bank’s policies and procedures could effectively contribute to understanding by stakeholders of operational requirements during implementation of projects and to address the ultimate development outcomes of operations financed by the Bank.

6.3. Monitoring of the implementation of Settlement Agreements and Management Action Plans

The registration of a complaint leads to the development of a settlement agreement when a complaint is handled through problem-solving and a Management Action Plan when a compliance review is authorized by the Boards of Directors. The IRM monitors the implementation of these arrangements. The goodwill of Management, full cooperation and timely delivery of relevant documents and information to the IRM is key to the success of IRM monitoring activities.

Problem-solving. For all the cases handled, timely submission of Management’s responses to the complaints contributed to the conclusion of settlement agreements between the requestors, the executing
agencies and the Bank within a reasonable time frame. However, delays in the implementation of these agreements were observed at times when task managers overlooked the required follow up measures with the executing agencies and the affected people during regular supervisions of the projects. Management should integrate in their work, as a matter of principle, monitoring of settlement agreements efforts during supervision of the projects subject to IRM investigation to avoid additional costs on projects, should implementation of the remedial actions become imperative when projects are due for completion.

Compliance review. In case of Bujagali Hydropower and Interconnection Projects the Management’s coordination with the executing agencies and the Government of Uganda facilitated the IRM monitoring of the Management Remedial Action Plan which resulted from the investigation of these projects.

Nevertheless, the Borrowers did not submit to Management the Project Completion Reports in 2015 in accordance with the AfDB’s procedures. This lapse has delayed unnecessarily the conclusion of IRM monitoring of the projects which was planned for 2013, and prevented the Bank from learning lessons to avoid recurrence of the non-compliance issues in future similar projects. Also, in the course of the 1st IRM monitoring the Remedial Action Plan resulting from the investigation of the Medupi Power Project in South Africa, Management quarterly reports concurrently submitted to the IRM and the Boards of Directors and detailed answers to technical and clarification questions resulted in the successful completion of the work of the IRM Experts.

6.4. Implications in the context of the new priorities of the Bank

The new complaints received in 2015 in Kenya, and DRC reinforced the trends observed in previous years. The requests by project sector show that the investments of most concern are those in projects in the energy, transport, and mining sectors. These are large scale investments with a direct change impact on the environment and on the lives of the people.

The new President of the Bank announced the institution’s new “High Five” priority focus. With these, it is reasonable to expect that the Bank will develop more complex and high risk projects in the future. The new advisory mandate of the IRM approved by the Boards of Directors in January 2015 was timely in this regard. In addition to pursuing vigorously and without compromising its compliance review and problem solving mandates, the IRM is well-equipped to provide advice that would address the challenges associated with these high risk and complex projects.

7 The High 5s for Africa are: Light Up and Power Africa; Feed Africa; Industrialize Africa; Integrate Africa; and Improve the Quality of Life for Africans.
### 7. Financial Matters

#### CRMU Administrative Budget 2015

<table>
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<tr>
<th>Year</th>
<th>IO_Name</th>
<th>Original Budget</th>
<th>*Adjusted Budget</th>
<th>Final Actual</th>
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<td>2015</td>
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* Adjusted budget through transfers within the internal orders detailed in column 2 of the Budget table.
* Budget allocated for Missions also included the IRM Experts expenses.
* Budget allocated for Consultancy include the IRM Experts retainer fees.
Mr. Sekou Toure, Director

Mr. Toure was appointed as the Director of the Compliance Review and Mediation Unit on 02 January, 2013. Prior to joining the African Development Bank, Mr. Toure was the Conflict Resolution Commissioner at the Global Environment Facility (GEF). The GEF unites 182 member governments, in partnership with international institutions, civil society organizations (CSOs), and the private sector, to address global environmental issues. The GEF provides grants to developing countries and countries with economies in transition for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. Reporting to the Chief Executive Officer of the GEF, Mr. Toure was responsible for providing advice and leadership on the resolution of conflicts and disputes relating to GEF partnerships. To overcome major impediments in GEF operations, Mr. Toure facilitated dialogue among the GEF stakeholders to mitigate the adverse effects of GEF financed operations and helped to build consensus and confidence in the process of compliance with GEF policies.

Mr. Toure had moved to the GEF after serving as Director of the Regional Office for Africa at the United Nations Environment Programme (UNEP) from February 2001 to 05 September, 2007. In this capacity, Mr. Toure led UNEP’s engagement with the Africa Region, including the servicing of the African Ministerial Conference on the Environment and contribution to key initiatives such as the New Partnership for Africa’s Development.

Prior to his tenure at UNEP, Mr. Toure had assumed responsibilities in senior positions in the Government of Côte d’Ivoire. These included Junior Minister in charge of Water Resources Management (Haut Commissaire a l’Hydraulique), Special Advisor to the State Minister in charge of Development Planning, and Special Advisor to the Prime Minister. In addition, Mr. Toure had major responsibilities in a local political party in Cote d’Ivoire for a number of years. While in Cote d’Ivoire, he gained extensive international experience and exposure in the field of environment and water resource management. He has contributed to the work of CSOs in Africa.

Mr. Toure has extensive research and teaching experience from working in the USA (University of Cincinnati, Cincinnati, Ohio, University of New Hampshire, Durham, New Hampshire) and in Côte d’Ivoire (Institut National Polytechnique Felix Houphouet Boigny, Yamoussoukro and Universite d’Abobo Adjame, Abidjan). He has contributed more than twenty scientific and technical publications and has edited a scientific journal and a book.

Mr. Toure holds a Ph.D. in Civil Engineering, specialized in Environmental Engineering from the University of New Hampshire, Durham, NH, U.S.A., a M.Sc. in Civil and Environmental Engineering from the University of Cincinnati, Cincinnati, Ohio, USA and a B.Sc. in Civil Engineering from the École Nationale Superieure des Travaux Public (School of Civil Engineering), Yamoussoukro, Cote d’Ivoire.

Mrs. Adila Abusharaf, Chief Compliance Officer

Mrs. Abusharaf joined the Bank in 2007 and was the Officer-in-Charge of CRMU between February and December 2012. In this capacity, she was in charge of the administration of the IRM, including the receipt and registration of Requests, the problem-solving (mediation) process, outreach activities, monitoring and preparing the CRMU’s annual strategic work program and budget. Together with the IRM Experts, she determined the eligibility of Requests for compliance review and reported directly to the Bank Group’s President and Board of Directors.

She has over 17 years of experience in international development having worked with the International Development Research Center (IDRC), University of Toronto, and York University in Canada, as well as having held positions 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 and dispute resolution, compensation and resettlement, local governance, peace building and conflict-resolution, and gender-equality. Her work on these issues covers Algeria, Cameroon, Egypt, Mauritania, Morocco, Nigeria, Senegal, Tunisia, and Sudan. She obtained her Doctorate in Juridical Sciences from the University of Toronto in 2000, on private international law of transnational litigation and dispute resolution of oil pollution claims.

Ms. Grace Kimani, Principal Compliance Officer

Ms. Grace Kimani joined the Bank in June 2009. She supports the Director of the CRMU in assessing Requests, conducting outreach activities, collecting and analyzing Bank policies and procedures applicable to Requests registered by the CRMU for compliance review, preparing problem-solving missions and meetings, providing technical support to the IRM Roster of Experts, and representing the CRMU in internal and external meetings. She has experience in environmental matters having worked for five years with the legal department of the National Environment Management Authority (NEMA) in Kenya before joining the Bank. She is an environmental lawyer with a Master of Laws’ degree (LL.M) in Environment and Natural Resources Management Law and a Bachelor of Laws degree (LL.B), both from the University of Nairobi. She holds a Postgraduate Diploma (with Distinguished Honors) in International Environmental Law from the United Nations Institute of Training and Research (UNITAR). She also has a Certificate on Climate Change and Development (at Masters’ Level) from the University of London in the United Kingdom. Her work experience has focused mainly on sustainable development, biodiversity conservation, climate change, hazardous waste/chemicals and environmental legislative drafting. She participated in drafting subsidiary legislation for Kenya in the conservation of biodiversity, water, waste, chemical, the management of ozone depleting substance, and, noise and air pollution control.

Ms. Bernadette Kargougou

Ms. Kargougou joined the Bank in 2010 and was transferred to CRMU in 2015. As Compliance Assistant, she provides support to the Director, professional and administrative staff of the CRMU in the handling of Requests/Complaints, the organization of outreach activities and the monitoring the CRMU info. Prior to joining CRMU Ms. Kargougou served at the Human Resource Department & at the Cabinet of the President. She also worked for 20 years with the United Nations Development Programme (UNDP), the United Nations Office for Project Services (UNOPS) and the African Futures Institute and gained extensive experience in administration, events management, programme support, finance, human resources management and procurement. She graduated from the University of Technology of Burkina Faso and the Management College of South Africa and holds a degree in Business Administration.

Mrs. Dede Jacqueline Djedjero, Administrative Assistant

Mrs. Djedjero joined the CRMU in April 2009 and as Administrative Assistant provides administrative support to the Director of the CRMU and to the IRM Experts. She is
trained as a bilingual assistant and translator (English/French). She helps the CRMU with the translation of working papers and with proof-reading of translated reports and IRM Board documents. She provides support with procurement and logistical matters, payment of consultants and the IRM Experts and is the focal point of the CRMU’s administrative budget management. She has wide experience in the Bank having worked with different departments, including operations where she worked for over 10 years and in the Human Development Department, comprising Health, Education and Poverty Alleviation.

Ms. Maali Harrathi, Senior Secretary

Ms. Harrathi joined the CRMU in November 2011 as Senior Secretary. She was transferred from CRMU in the middle of the year. Her duties included provision of administrative support to the CRMU's Director and staff in the coordination of missions, and workshops, as well as following up procurement issues, the development, management and update of the CRMU's databases and other administrative duties. She holds a Master's in E-business and International Procurement and a Bachelor degree in High Business Studies.

Ms. Maali Harrathi, Senior Secretary

Mr. Babatunde Adenibi, Principal Internal Auditor (on Secondment to the CRMU)

Mr. Babatunde Adenibi is a Principal Internal Auditor who joined the bank in 2009. He was seconded to the CRMU in October 2013 up to March 2015 to assist the CRMU in implementing its 2013 work plan. Some of the projects that Mr. Adenibi has worked on in the CRMU include compilation and analysis of Requests handled in Africa through compliance review and problem-solving by IAMs of Multi-lateral Development Banks (MDBs) including the IRM. The analysis was presented graphically and included in a comprehensive report on the status, nature, trends and outcomes of complaints that have been handled in Africa by the Inspection Panel of the World Bank, Compliance Advisor-Ombudsman of the IFC, Complaints Office of the EIB, and the IRM of the AfDB. He also conducted an in-depth analysis of the Bank's private sector operations and project portfolio, proposing modalities and suitable approaches to enable the IRM to fulfill its mandates regarding the relevant private sector operations.

The results of this project informed the update of the IRM Operating Rules and Procedures during the upcoming IRM review. He analyzed the CRMU's compliance review and mediation experience to identify the key lessons, emphasizing how these can inform future operations. In addition, he consulted with the Office of the Chief Economist, to assess the compliance requirement issues for the Bank under the Additionality and Development Outcomes Assessment (ADOA) process, in order to identify

Ms Armelle Kokola, Secretary

Ms. Kokola joined the CRMU in September 2015 as Secretary. Her duties include providing administrative support to the CRMU's Director and Staff in the coordination of missions, workshop as well as following up procurement issues, and other administrative duties. She graduated from Sight and Sound Education Ghana Limited, Ghana and holds a certificate in Conflict management from CERAP-INADES, Abidjan. Before joining the bank she worked for 7 years in the Private Sector.
potential opportunities for the IRM in this process and recommend effective ways in which the defined ADOA criteria may be reviewed and monitored to capture complaint mitigation processes through the IRM. Mr. Adenibi is a Fellow of the Institute of Chartered Accountants in England and Wales. He holds a Bachelor’s degree in Economics from the University of Ife, in Ile-Ife, Nigeria, and a Master's degree, with Distinction, in Corporate Governance from Bournemouth School of Business and Law in the UK.

Mr. Sidi El Moctar Cheiguer, Senior Consultant

Mr. Cheiguer is a Senior Consultant in Communication with more than 30 years professional experience, including with several international organizations, World Bank, European Union, Unicef, Unep and the African Development Bank. He is currently working for AfDB and he is President of ANEJ, the African Network of Environmental Journalists, one of the most important Environmental organizations in Africa. Prior to that, Sidi Cheiguer was journalist in Radio France International and BBC Africa based in Mauritania and served as Editor in Chief for both TV and National Radio of Mauritania. Sidi El Moctar Cheiguer has studied in the eighties Journalism and the Philosophy at the University UCAD of Dakar, Sénégal.
9. IRM Roster of Experts

Dr. Richard E. Bissell, Chairperson (until June 2015)

Dr. Richard Bissell was the Chairperson of the IRM Roster of Experts the African Development Bank Group until June, 2015. The process for recruiting his replacement is ongoing. Dr. Bissell was appointed by the Boards of Directors in 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 (USNAS). He oversees sixteen program units with a focus on science and technology policy, international scientific affairs, and the future science and engineering workforce.

Prior to joining the USNAS 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 USAID, 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 the direction and management of a research portfolio in health, population, education, environment, energy and agriculture, as well as technical support of USAID field missions in nearly 100 countries.

Dr. Bissell has been a professor at the American University, Georgetown University, 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. Mafing Kondé, Member

Dr. Mafing Kondé was appointed on 06 February, 2012, as a Member of the IRM Roster of Experts by the President and the Board of Directors of the African Development Bank Group.

Dr. Kondé holds a PhD in Development Sociology from the University of Paris X Nanterre, as well as a Diploma of Advanced Studies in Political Science Studies from the University of Grenoble in France. He has almost thirty years of experience.

Between 1984 and 1987, he worked as a lecturer at the University of Ouagadougou; Officer in Charge of Outreach for the Rural Water and Equipment Fund in Burkina-Faso; Sociology Research Officer in the Société africaine d’étude et de développement (SAED); and a Research Coordinator for many development projects in Burkina-Faso. Some of these projects were funded by international organizations and European countries, such as the World Bank, Food and Agriculture Organization (FAO), and cooperation agencies of Denmark and the Netherlands. Thereafter, he joined Sahel-Consult as a sociologist where his work focused on water projects in Burkina-Faso.

Since 1988 Dr. Kondé has been working as an independent consultant and has undertaken various assignments in Burkina-Faso and other West African countries including Niger, Mali, Cote d’Ivoire and Ghana for different international and national organizations: the World Bank, the International Union of Conservation of Nature (IUCN), the Danish Development assistance (Danida), the Italian Government, the United Nations Development Program (UNDP), the United Nations...
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Children Fund (UNICEF), the United Nations-Women, the German International Cooperation Agency (GTZ), the Austrian Development Cooperation, the Swiss Cooperation, the Millennium Challenge Account (MCA), the Inter-States Group of Schools (ETSHER), as well as the Ministries of Agriculture, Water Resources and Environment of Burkina-Faso. These assignments covered a wide range of research and development projects including research and work on the preparation, implementation and monitoring of projects in various sectors, local planning and development plans, environmental and social impacts studies, displacement and resettlement plans, and outreach activities. More specifically, his areas of specialization throughout his career have been in the analysis of land and water related issues, the implementation of decentralization and agriculture development, as well as participatory management of natural resources.

Dr. Kondé is a member of different national and international associations such as the Land Research and Action Group (GRAF), the Association of Independent Consultants and Partners (ACIA), the International Center for Sociological and Applied Law Studies (CINESDA) and the National Anti-Corruption Network (RENLAC). For the purpose of assignments related to his membership to these associations, he has travelled to Turkey, Thailand, Greece and Nigeria.

Dr. Hartmann holds degrees in Law and Economics (Hamburg University and the American University) and Diplomas in International Relations and International Finance (Harvard University and John Hopkins University). She has more than 30 years of professional experience in development cooperation gained from working with several international organizations. Dr. Hartmann spent twenty-three years working for the World Bank, where she held senior management positions. She was Country Director for several southeast European countries, Senior Advisor to the Managing Director and established the first Country Office of the World Bank in Romania in 1991 where she was the World Bank’s first Country Manager and Chief of Mission. Prior to that, she held several positions for the World Bank as a Principal Economist for West African Countries and as Country Economist for Pakistan.

In 2002 and 2006 Dr. Hartmann was Senior Advisor to the Secretariat of the World Commission on the Social Dimensions of Globalization established by the ILO in Geneva, and was Director of the Economic Policy Forum and International Institute for Journalism of InWent, in Berlin, Germany. Since then, she has been a member of the Quality Assurance Review Process of IFAD, and has undertaken numerous consultancies for the World Bank, the International Monetary Fund and the German Federal Ministry for Economic Cooperation and Development, the German International Cooperation Agency, GTZ and the International Fund for Agriculture.

Dr. Hartmann is an Adjunct Professor for Development Economics at the School of Advanced International Studies, Johns Hopkins University, Bologna, Italy, and a visiting professor at the Hertie School of Governance, in Berlin, Germany where she regularly teaches. She is a Senior Fellow at the European Research Centre for Anti-Corruption and State Building, in Berlin, Germany. She undertakes research with the Brookings Institution on aid effectiveness and has published extensively together with Johannes Linn, on “Scaling up of Development Programs”. In addition, she has published on Public Sector Performance Measurement, Poverty Reduction Policies, Aid Effectiveness and Structural Adjustment Programs.
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