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<tr>
<td>AsDB</td>
<td>Asian Development Bank</td>
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<tr>
<td>AUFI</td>
<td>Audit and Finance Committee</td>
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<tr>
<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
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<tr>
<td>IADB</td>
<td>Inter-American Development Bank</td>
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<td>MDB</td>
<td>Multilateral Development Banks</td>
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<td>BSAB</td>
<td>Secretariat to the Sanctions Appeals Board</td>
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<td>PGCL</td>
<td>General Counsel and Legal Services Department</td>
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<td>PIAC</td>
<td>Integrity and Anti-Corruption Department</td>
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<td>SSO</td>
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INTRODUCTION

The African Development Bank Group’s Sanctions Appeals Board (SAB) was instituted by Board of Directors’ Resolution B/BD/2012/06 dated 5 July 2012 and the Secretariat (BSAB) was established in December 2013.

The Sanctions Appeals Board is an independent body, composed of six (6) members, three (3) of whom are substantive and three (3) alternates, appointed for a term of three (3) years, renewable once. The SAB is the second tier of the African Development Bank Group’s (the "Bank Group" or "the Bank") sanctions system. The Sanctions System is a two-tier administrative process; at the first tier is the Sanctions Office, managed by the Sanctions Commissioner, which acts on referrals from the Department of Integrity and Anti-Corruption ("PIAC"). The SAB acts on appeals from entities or individuals against whom the Sanctions Commissioner has issued a Sanctions Decision, for allegations of corruption, fraud, collusion, coercion and obstruction (collectively referred to as "Sanctionable Practices"), committed in the Bank Group’s financed projects, programmes and activities. The SAB is not bound by the decisions of the Sanctions Commissioner. The Sanctions Appeals Board reviews each case de novo and may hold oral hearings. After reviewing the case, the SAB issues a Final sanctions Decision on liability and sanctions incurred against the entities or individuals prosecuted, following an adversarial procedure. The SAB also publishes a summary of its decisions.

The SAB is assisted by an Executive Secretary and an Administrative Assistant. The Secretariat provides the SAB with the legal and administrative assistance necessary for its operation.

This report describes the activities carried out by the BSAB during 2018, bearing in mind that the SAB has jurisdiction only over appeals of the Sanctions Commissioner's Sanctions Decisions in the adjudicative process. The SAB has no jurisdiction over negotiated settlement agreements ("Settlement").

To facilitate the sharing of information on the activities of the BSAB, six annexes are attached to this report.

1 Corruption, Fraud, Collusion, Coercion and Obstruction.
I. ACTIVITIES OF THE SANCTIONS APPEALS BOARD (SAB)

In 2018, no new cases were brought before the SAB. Therefore, it did not have to rule on any sanctions cases.

However, in June 2018, SAB members had to consider establishing rules of procedure applicable to SAB’s internal work. But, the approval of these rules was postponed to reach a consensus of all SAB members. In addition, at the same session, SAB members amended some provisions of their Code of Conduct to take into account cases of conflicts of interest.

II. ACTIVITIES OF THE SANCTIONS APPEALS BOARD SECRETARIAT

a. Preparation of the 2017 Annual Report and Unit Budget Reports

Although there were no sanctions cases submitted to the SAB for review in 2018, the SAB Secretariat (BSAB) had to perform non-jurisdictional activities. In accordance with its key performance indicators, the BSAB prepared the 2017 annual report on the unit's activities, which was submitted to the Board of Directors for information, based on the SAB Terms of Reference (paragraph 2 (c)).

In addition, from the opening of the budget year by the Programming and Budget Department (SNPB), BSAB prepared regular reports on the planning and execution of the unit's budget, including the 2019-2021 budget framework document, the document detailing cost estimates for activities planned in 2019, as well as quarterly performance reports on budget execution, and the alignment of unit deliverables with the Bank’s High 5s.

b. Swearing-in of the new Sanctions Appeals Board Alternate Members

In February 2018, BSAB worked on organizing the swearing-in ceremony of the new SAB Alternate Members before the Bank's Board of Directors. Three (03) new alternate members of the SAB, appointed by the Executive Board in its resolution B/BD/2017/25 of 6 December 2017, were sworn in on 21 February 2018 before the Board. These new members were appointed for a period of three (3) years, renewable once.

These were:

- Mr. Oluremilekum ADEGOKE ADEMOLA, a Nigerian national, as an External Alternate Member;
- Mrs. Marie-Andrée NGWE, a French national, acting as External Alternate Member; and
- Mrs. Omobola Idowu HOLLIST, a Nigerian national, as an Internal Alternate Member, appointed by the President of the Bank.

These appointments allowed the Bank to fully reconstitute the total number of members constituting the Sanctions Appeals Board, namely four (4) external members, two (2) of whom were substantive members and two (2) alternates, as well as two (2) internal members, one (1) substantive member and one (1) alternate, totalling six (6) members.
c. **Prevention, Information and Training Activities for Staff Members, and Collaboration with Bank Departments**

In accordance with its key performance indicators, BSAB also undertook prevention, training and information activities for Bank staff members on sanctionable practices in 2018.

Thus, the Executive Secretary of the BSAB and the Secretary of the Sanctions Office (SNSO) jointly facilitated an information seminar on the Bank's Sanctions System from 3 to 4 July 2018 for staff members of the Bank's Offices in Kenya, Burundi, Ethiopia, Rwanda, Tanzania and Uganda. The objective of the seminar was to bring staff members close to BSAB and SNSO in order to familiarize them with the Bank's sanctions system, and to encourage them, particularly those in charge of operations and procurement, to identify and prevent sanctionable practices (corruption, fraud, collusion, coercion and obstruction) in projects and activities financed from Bank resources.

In collaboration with CHHR, the Executive Secretary, upon her own request, participated in induction session for staff members, in particular Young Professionals (YPs).

In addition, the Executive Secretary discussed the sanctions system, including the role, functions and procedures of the SAB, with new staff recruited by PIAC in 2018, during two integration sessions in June and October 2018.

Furthermore, BSAB participated in collaboration with the Bank's Evaluation Department (BDEV) in the study titled Comparative Review of Sanctions Practices Across Multilateral Development Bank (MDBs), signatories to the Agreement for Mutual Enforcement of Debarment Decisions of 9 April 2010. This study was commissioned by the Bank's Board of Directors and carried out by the Centennial Group International, under BDEV's supervision. This study carried out a comparative analysis of allocations, staffing, budget and organizational structure of the bodies involved in the MDB sanctions system, namely, the investigation and the two sanctions bodies of the different organizations, at the first tier and appeals level. The study also provides an overview of good practices and practices that may be improved, as well as knowledge sharing between the sanctions system of the different MDBs that have signed the agreement.

Lastly, BSAB in collaboration with Corporate Information Technology Services Department (CHIS) worked to maintain and regularly update its website.

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**d. **Collaboration with Sanctions Appeals Board Secretariats of Other Multilateral Development Banks (MDBs)**

BSAB has maintained and developed dialogue and collaboration with its counterparts in the BDMs through meetings and telephone calls. The Executive Secretary of the SAB also participated from 22 to 26 September 2018 with one of the external alternate members of the SAB, in the annual meeting of the secretariats of the MDB sanctions appeal bodies, signatories to the Agreement for Mutual Enforcement of Debarment Decisions. This meeting was organized by the World Bank Group in Washington. It brought together more than 50 experts qualified in the field of fighting against sanctionable practices and gave rise to fruitful discussions on the determination and calculation of applicable sanctions, the reporting relationships of appeal bodies, the use of negotiated settlement agreements vis à vis to the use of formal adjudicative process and the relevance of the Bank’s African Integrity Fund, among others.

In September 2018, the SAB Executive Secretary also participated in the 36th Symposium on Economic Crimes in Cambridge (United Kingdom). The Symposium is a forum to exchange and share experiences. It brings together leaders of opinion, regulatory agencies, private and public
companies as well as the UK Fraud Office and the National Crime Agency. The Executive Secretary attended workshops on topics such as illicit enrichment and money laundering, analysis of causes that hinder Africa's development, including fraud and corruption, risk analysis resulting from economic crimes, the new Silk Road and analysis of trade relations between China and emerging and African countries, as well as the protection of whistle-blowers in government structures and the Multilateral Development Bank sanctions regime.

**CONCLUSION**

1. In 2018, the Sanctions Appeals Board (SAB) did not have to rule on any appeal cases. Nevertheless, on the proposal of the Executive Secretary, SAB members worked on finalizing the rules of procedure applicable to SAB sessions and amended some provisions of their Code of Conduct. BSAB also fulfilled its non-jurisdictional responsibilities, namely: (i) the preparation of the 2017 annual report; (ii) the preparation of swearing-in of new SAB alternate member before the Board of Directors; (iii) the collaboration with the Secretariats of the Sanctions Appeal Boards of other Multilateral Development Banks (MDBs); as well as prevention, training and information activities for staff members.

2. In 2019, BSAB will take the necessary steps to replace the three (3) incumbent members of the Sanctions Appeals Board whose terms expire in May 2019.

3. Finally, BSAB will pursue its collaboration with its counterparts in the MDBs that signed the Agreement for Mutual Enforcement of Debarment Decisions as well as its collaboration with the Bank's other departments, in particular PIAC, SNSO and PGCL, to ensure the proper functioning of the Bank's sanctions system as well as with BDEV to implement the recommendations proposed by the comparative study of the sanctions system and MDB practices, once approved by the Bank's Board of Directors.
ANNEX I

TEMPORARY SUSPENSION (Before Investigations are concluded)

The Integrity and Anti-Corruption Department (PIAC) submits a Request for Temporary Suspension (TS) to the Sanctions Commissioner (SC).

The SC reviews the Request to determine if the requirements for TS are fulfilled and if there is sufficient evidence to support a finding of Sanctionable Practice (SP) and a debarment decision of one (1) year or longer.

If the requirements are fulfilled and the evidence is sufficient, the SC issues a Notice of Temporary Suspension to the Respondent for a period of 12 months.

If the requirements are not fulfilled and the evidence is not sufficient, the SC will not issue the Notice of TS. PIAC may submit a revised Request for TS.

Respondent may contest the TS by submitting an Objection to the TS within 40 days of receipt to the SC.

The SC considers the parties’ arguments and may decide to terminate or uphold the TS.

If the SC decides to uphold the TS, the Respondent cannot appeal that decision.

If the SC decides to uphold the TS, the Respondent cannot appeal the decision.

PIAC may present to the SC, an Application for Renewal of the TS no later than one (1) month before the end of the TS. The SC considers the Application within 10 days of receipt.

If PIAC does not submit an Application for Renewal of the TS, the suspension lapses at the end of the period prescribed in the Notice of TS.

1st Tier – SNSO SANCTIONS PROCEEDINGS

PIAC submits a Finding of Sanctionable Practices (FoSP) to the SC.

SC considers the FoSP to determine whether evidence is sufficient to support prima facie finding of SP

If SC determines that evidence is sufficient, SC issues a Notice of Sanctions Proceedings (NSP) to the Respondent

If SC determines that evidence is not sufficient, SC issues a Determination of Insufficient Evidence which it notifies to PIAC. The case is closed. PIAC may submit a revised FoSP to the SC.

Respondent may contest the allegations by submitting a Response to the SC within 60 days of receipt of the FoSP

If Respondent does not submit a Response, SC makes a determination solely based on evidence provided by PIAC and imposes a sanction on the Respondent

If Respondent submits a Response, SC determines, within 30 days, based on evidence and arguments presented, whether it is more likely than not that Respondent engaged in the alleged SP.
If the evidence is sufficient, SC takes a Sanctions Decision and imposes one or more sanctions on the Respondent.

If evidence is not sufficient, or if there is manifest error, SC withdraws the Notice. The case is closed. PIAC may submit a revised FoSP to the SC.

The Respondent refers the matter before the Sanctions Appeals Board (SAB) within 25 days of notification. The Sanctions Decision will not enter into force.

Respondent does not refer the matter before the Sanctions Appeals Board (SAB) within 25 days of notification. The Sanctions Decision is final and will enter into force.

The respective sanctions, the identity of the sanctioned party, the SP sanctioned and a summary of the Sanctions Decisions will be published.

The case is brought before SAB by the Appeal presented to the Secretary to the Sanctions Appeals Board (BSAB)

BSAB forwards the Appeal to PIAC within 5 days of receipt or within reasonable time, in exceptional circumstances.

PIAC may submit a Reply within 30 days of receipt of the Appeal

BSAB forwards PIAC’s Reply to the Respondent within 5 days of receipt or within reasonable time, in exceptional circumstances.

Respondent may submit a Rebuttal within 15 days of receipt of the Reply if PIAC provides new evidence or arguments in the Reply

SAB may consider the case on the basis of the record. Parties have no right to an oral hearing. However, SAB may decide to hold a hearing.

SAB holds closed deliberations

If evidence is sufficient to conclude that it is more likely than not that Respondent engaged in the alleged SP, SAB takes a Final Decision and imposes sanction(s) on the Respondent. The Decision is final and binding on the parties.

If the evidence is not sufficient, BSAB prepares a written document recording SAB’s finding and the closure of the proceedings and delivers it to the parties.

The respective sanctions, the identity of the sanctioned party, the SP sanctioned and a summary of the Sanctions Decisions will be published.
ANNEX II

Organogram of the Secretariat to the Sanctions Appeals Board

BOARD OF DIRECTORS

BANK PRESIDENT

EXECUTIVE SECRETARY PL2

ADMINISTRATIVE ASSISTANT GS7
## ANNEX III

### 2018 Work Programme KPIs

<table>
<thead>
<tr>
<th>Activity/Year</th>
<th>2018</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appeals registered</td>
<td>0</td>
<td>Review of appeals.</td>
</tr>
<tr>
<td>Average time to process an appeal</td>
<td>12 months</td>
<td>Period between the time the appeal is filed with the SAB and the SAB session.</td>
</tr>
<tr>
<td>Average time to publish a decision</td>
<td>3 months</td>
<td>Number of months required to notify and publish a final decision</td>
</tr>
<tr>
<td>Raise awareness of Bank staff members on knowledge of the sanctions system, its role, targets, objectives, sanctionable practices and applicable sanctions.</td>
<td>2</td>
<td>Number of information seminars conducted for bank staff and staff of projects executive agencies in country offices.</td>
</tr>
<tr>
<td>Induction sessions</td>
<td>3</td>
<td>Number of sessions performed</td>
</tr>
<tr>
<td>Participation in conference calls</td>
<td>4</td>
<td>Number of conference calls conducted</td>
</tr>
<tr>
<td>Participation in the MDB annual meeting</td>
<td>1</td>
<td>Number of annual conferences between the secretariats of MDB Appeals Bodies</td>
</tr>
<tr>
<td>Participation in conferences on good governance and the fight against fraud and corruption</td>
<td>1</td>
<td>Number of seminars attended on good governance and the fight against fraud and corruption</td>
</tr>
</tbody>
</table>

Structure of the Sanctions System

The Sanctions System is a two-tier administrative process. It comprises the Sanctions Office (SNSO) at the first level and the Sanctions Appeals Boards (SAB) at the second and final level.

SNSO is composed of the Sanctions Commissioner (SC), the Alternate SC, and the Sanctions Secretary. The SC and the Alternate SC are external members appointed by the Board of Directors of the Bank upon recommendation by the President of the Bank for a three-year term, renewable once. The Sanctions Secretary assists the SC, his/her Alternate and carries out SNSO’s routine and administrative management.

SAB is made up of four external members (two substantives and two alternates) and two internal members (one substantive and one alternate) appointed for a three-year term, renewable once. SAB members are appointed by the Board of Directors upon recommendation of the President of the Bank Group. Internal members are appointed by the President of the Bank from among members of senior management. SAB is assisted by an Executive Secretary.

All external actors are selected based on their competence in legal and anti-corruption matters. They are required to perform their duties independently, as well as respect and maintain the confidentiality of the sanctions procedures. They must consider cases with fairness, impartiality and reasonable diligence, and recuse themselves or be recused from any case in which there could be a real, potential or perceived conflict of interest.

Role of the Sanctions System

The Sanctions System is authorized to impose sanctions on entities or individuals that engage in corrupt, collusive, coercive and obstructive practices (sanctionable practices) carried out in connection with corporate procurement or projects financed or managed by the Bank.

More specifically, SNSO’s role is to consider:

- Sanctions proceedings cases presented by the Integrity and Anti-Corruption Department (PIAC), and the counter-arguments presented by the Respondents, in order to determine whether there is sufficient evidence to substantiate the allegations of Sanctionable Practices and, if necessary, impose sanctions on the Respondents;

- Requests for temporary suspension presented by PIAC; and

- Negotiated agreements presented by PIAC to verify their fairness, transparency and credibility.
SAB’s mandate is to consider appeals filed against SC sanctions decisions and take final decisions. SAB considers the cases de novo and generally takes its decisions based on written submissions, without a hearing. However, the SAB may, at its discretion, organize hearings if it so deems necessary.

**Scope of the Sanctions System**

The sanctions procedure only covers the following practices, collectively designated “Sanctionable Practices”, committed in connection with projects financed or managed by the Bank Group, corporate procurement or in connection with an investigation, audit or sanctions proceeding:

- Corrupt practice;
- Fraudulent practice;
- Collusive practice;
- Coercive practice; and
- Obstructive practice.

**Imposable Sanctions**

The baseline sanction is debarment which makes the Respondent ineligible to participate in activities financed and managed by the Bank Group. The following sanctions may be imposed on Respondents:

- Letter of reprimand;
- Conditional non-debarment;
- Debarment with conditional release;
- Permanent or temporary debarment;
- Restitution and/or remedy; and
- Other sanctions (total or partial reimbursement of the costs associated with investigations and proceedings).

**Cross Debarment**

Cross debarment is a key element of the Sanctions Systems of Multilateral Development Banks (MDB). In 2006, the MDBs decided to adopt a unified and coordinated anti-corruption approach. This approach led to the signature on 9 April 2010 of the Agreement for the Mutual Enforcement of Debarment Decisions. The signatories to this Agreement are the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the Inter-American Development Bank, and the World Bank Group. This agreement establishes a framework within which each participating institution shall enforce the debarment sanctions taken by the other signatories in accordance with the terms and conditions of the Agreement.

**Key Principles of the Sanctions Procedure**

- The Sanctions Procedure and sanctions decisions are administrative actions;
• Standard for proof: allegations are proven by determining on the basis of “a more probable than not standard” whether a sanctionable practice has been committed;
• The sanctions procedure respects the principle of a fair and contradictory procedure;
• The organs of the Sanctions System are independent;
• Sanctions cases are processed impartially and with reasonable diligence;
• The confidentiality of sanctions proceedings is protected and respected;
• The actors in the Sanctions System must recuse themselves or be recused from any case in which there could be a real, potential or perceived conflict of interest; and
• Final Sanctions decisions are published.
ANNEX V

BIOGRAPHIES OF SANCTIONS APPEALS BOARD MEMBERS

Judge El Hadji Malick SOW, External Member, Chair of the Sanctions Appeals Board

Judge SOW is a Senegalese national. He served as an Appellate Judge. At the international level, he served as Judge in the United Nations Special Tribunal for Sierra Leone responsible for judicial investigations and adjudication of criminal cases. He occupied the position of Executive Officer to the National Ombudsman’s Office, and in that capacity settled inter-bank disputes and coordinated the study conducted by the Ombudsman on corruption and malpractice in banks in Senegal. He was also Technical Adviser in the Senegalese Ministry of Justice and Member of the Supervisory Board of the National Debt Recovery Authority in Senegal, where he handled cases of corruption and other malpractice in banks in receivership liquidation.

Mr. Andrés RIGO SUREDA, External Member

Mr. Andrés RIGO SUREDA is a Spanish national who has exercised the functions of Acting Vice-President of the World Bank Group and Deputy General Legal Counsel for Operations at the World Bank Group. Among other functions, he is currently an External Member and Chair of the Sanctions Committee of the Inter-American Development Bank, Judge at the IMF Administrative Tribunal, and Member of the Panel of Arbitrators and of Conciliators of the International Centre for Settlement of Investment Disputes (ICSID), where he often chairs panels for settlement of conflicts between States and investors.

Ms. Oluremilekun ADEGOKE ADEMOLA, External Alternate Member

Ms. Oluremilekun Adegoko Ademola completed the first years of her education and university studies in Nigeria. Ms. Adegoko is officially licensed to practice nursing. She also holds a degree and a master's degree in law. Admitted to the Nigerian Bar in 1985, she has been a lawyer for over 30 years. She has also taught several courses at Nigerian Law School for two decades. In particular, she taught the law of evidence, constitutional law and professional ethics. She has done extensive research and published articles in international publications on human rights. Appointed judge of the Gambian Appellate Court in November 2015, she was promoted to chair of this jurisdiction in 2016. She has several publications to her credit. Ms Adegoko is a member of the Nigerian branch of the Chartered Institute of Arbitrators (United Kingdom).
Ms. Marie Andrée NGWE, Substitute Alternate Member

Marie-Andrée Ngwe, a lawyer, residing in Douala, is a member of the Cameroon Bar Association, a former conciliator of the ICSID, a certified mediator, arbitrator, president of the Permanent Committee of the GAC, the Gicam Arbitration Center (Cameroon employers’ association), President of the Cameroon Committee of Foreign Trade Advisers of France and member of the OHADA arbitration panel of the French Arbitration Committee. Before devoting herself exclusively to alternative methods of dispute resolution, she worked for over thirty years in litigation and investment law (due diligence, legal advisory, guarantees and collateral, either alone or as a local counsel with international firms). She is recognized for her ethics, her expertise and her involvement in the OHADA area for the development of a business climate conducive to investment. She is a French national and Knight of the Order of Merit and the Legion of Honour.

Mr. Désiré VENCATAChELLUM, Internal Member

Mr. Désiré VENCATAChELLUM currently occupies the position of Director of the Resource Mobilization and Partnerships Department (FIRM) at the Bank. He served as Director of the Research Department between January 2011 and February 2012. He joined the Bank as Principal Research Economist, and was promoted to Lead Research Economist in April 2008. Before joining the Bank, Mr. VENCATAChELLUM was Full Professor of Economics at HEC, Montréal. He holds a PhD in Economics from Queen’s University, Canada, and an MA-level Economics Degree (Université d’Aix-Marseille II, France). Mr. VENCATAChELLUM is a Mauritian national.

Ms Omobola Idowu HOLLIST, Alternate Internal Member

Ms. Hollist has over 30 years of experience in the financial industry. She is currently the Director of the Bank's Financial Control Department. Over the course of her 25 years with the Bank, she has held several positions where she managed a loan/grant portfolio for the Bank's Regional Member Countries, and designed models to analyse and report on the Bank Group's portfolio. She led the implementation of an integrated treasury and cash management system that enabled the migration of the previous manual project and loan data processing system (over 30 years old) to an SAP system. More recently, she was the Head of the Disbursement Division.

Prior to joining the Bank, Ms. Hollist worked for several organizations in Nigeria such as Coopers & Lybrand and Nigeria International Bank (Citi Bank). At that time, she developed a debt programme, obtained related regulatory approvals and piloted a benchmarking analysis for Nigerian banks that led to the establishment and monitoring of exposure caps for the Bank.

Ms. Hollist holds an MBA (Finance) from the CASS Business School from the City University of London, UK, and a BA (Mathematics and Economics) from the University of Newcastle, UK.
Mrs. Mariam DIAWARA, Executive Secretary to the Sanctions Appeals Board

Mariam DIAWARA was appointed Executive Secretary to the Sanctions Appeals Board in December 2013. Prior to her appointment, she served in the Bank’s Legal Services Department in various capacities: Chief Legal Counsel responsible for Litigation, Principal Legal Counsel and Legal Consultant for Public and Private Sector Operations. Before joining the Bank, she practised as lawyer in various reputable law firms in Paris (France), and then managed her own law firm for seven (7) years. She holds several law degrees: “Certificat d’aptitude à la profession d’avocat” of the Paris Bar, “Diplôme de l’Institut de Droit des Affaires” (IDA) of the University of Paris II (Assas), “Diplôme d’Etudes Supérieures Spécialisées” (DESS) in International Administration from the University of Paris II (Panthéon-Assas) and “Mastère spécialisé en Droit des Affaires Internationales et Management” from the ESSEC Business School in Paris. Ms Diawara is a licensed Attorney and Member of the Bar in Paris (France) and Bamako (Mali).
## Annex VI:

### Summary table of BSAB’s 2018 work programme

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<thead>
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<th>Areas of Activity</th>
<th>Actions</th>
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<td>Appointment of SAB alternate members</td>
<td>Preparation of the swearing-in and oath-taking before the Board of Directors during the first quarter.</td>
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| Preparation of SAB documents to present to staff during the induction sessions organized by CHHR. | - Preparation of documents and contacting CHHR for BSAB participation in staff induction sessions (public- and private-sector Project Managers, Country Managers in Country Offices, Young Professionals (YP), Senior Management, project personnel etc.  
  - Participation in the induction sessions of new PIAC staff members. |
| Information seminars                                          | Two prevention missions to be carried out: in South Africa and Kenya.                                                                                                                                      |
| Revision and Amendment of the Sanctions Procedures of 18 November 2014. | Preparation of a Concept Note in collaboration with the other bodies of the Bank’s sanctions system to identify any provisions that could give rise to interpretation difficulties, draft proposals and work in collaboration with the PGCL, PIAC and SNSO Departments to amend the Sanctions Procedures. |
| Draft SAB’s Rules of Procedure                                | Preparation of the draft and submission to SAB members for approval.                                                                                                                                       |
| Work on the unit’s template base documents to facilitate the follow-up of the stages of the review of appeal files at SAB sessions. | Preparation and finalization of draft documents.                                                                                                                                                           |
| Preparation the 2018–2020 Budget Framework Document          | Preparation of the 2018 work programme and inputting the data into the SARS system.                                                                                                                                 |
| Collaboration and information sharing with the Secretariats of the Appeals Bodies of the Multilateral Development Banks (MDBs) and participation in international conferences on good governance and the fight against fraud and corruption. | - Preparation of the annual meeting of MDBs to be hosted by the World Bank Group.  
  - Participation in conference calls between MDB appeals boards secretariats.  
  - Participation in the 34th Cambridge Symposium on Economic Crimes |