



Independent
Project
Accountability
Mechanism

Outreach Strategy 2021-2024

April 2021

The Independent Project Accountability Mechanism (IPAM) is the accountability mechanism of the EBRD. It receives and reviews concerns raised by Project-affected people and civil society organisations about Bank-financed Projects, which are believed to have caused harm. IPAM may address Requests through two functions: Compliance Review, which seeks to determine whether or not the EBRD has complied with its Environmental and Social Policy and/or the Project-specific provisions of the Public Information Policy; and Problem-Solving, which has the objective of restoring dialogue between the Requesters and the Client to resolve the issue(s) underlying a Request without attributing blame or fault. Affected Parties can request one or both of these functions.

For more information about IPAM, contact us or visit <https://www.ebrd.com/project-finance/ipam.html>

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List of Abbreviations

Abbreviation	Long Form
AIP	Access to Information Policy
CAO	Chief Accountability Officer
CSO	Civil Society Organization
CSEU	Civil Society Engagement Unit
EBRD	European Bank for Reconstruction and Development
EGC	External Consultative Group
HQ	Head Quarters
IAM	Independent Accountability Mechanism
IAMNet	Independent Accountability Mechanism Network
IFI	International Financial Institution
IPAM	EBRD's Independent Project Accountability Mechanism
PAP	Project Accountability Policy
PCM	Project Complaint Mechanism
RO	EBRD's Resident Office

I. Introduction

The Project Accountability Policy (PAP) approved by the EBRD Board of Directors in 2019, provided for the establishment of the Independent Project Accountability Mechanism (IPAM). In July 2020, the PAP came into effect with the appointment of the first Chief Accountability Officer (IPAM Head).

IPAM’s purpose, as per the PAP, is to facilitate the resolution of social, environmental and public disclosure issues among project stakeholders; to determine whether the Bank has complied with its Environmental and Social Policy and the Project-specific provisions of its Access to Information Policy; and where applicable, to address any existing non-compliance with these policies, while preventing future non-compliance by the Bank. It also has a mandate to do outreach and institutional learnings.

The preparation of an outreach strategy is one of the foundational actions undertaken by IPAM in its first year of operation. The strategy will serve as guidance to the IPAM team for the design and implementation of Outreach annual activity programmes, and will establish the set of indicators to assess performance.

The Outreach Strategy follows the provisions set in the Project Accountability Policy¹ and adopted the UN Guiding Principles on Business and Human Rights proposed criteria to assess its effectiveness. Additionally, as part of the drafting process, a consultant was hired to provide an assessment of outreach efforts to date (both by PCM and IPAM), provide expert insights on how to promote accessibility and transparency through outreach and map best practices of independent accountability mechanisms (IAM). This final document was consulted with civil society organisations, relevant Bank stakeholders and other IAMs to invite comments and suggestions prior to finalising this Strategy.

II. Scope of the Strategy

IPAM, as responsible for the implementation of the PAP established in its 2021 Work Programme, the goal of producing an **Outreach Strategy** (“the Strategy”) to guide its outreach efforts to internal and external stakeholders for the period 2021-2024. The Strategy will serve as a guide for the design and implementation of an annual outreach programme for the stated period and may be adjusted after the first year based on results.

III. Guiding Principles and Effectiveness Indicators

The PAP establishes the following guiding principles for IPAM operation:

Box 1. IPAM Guiding Principles

Independence	Impartiality
Transparency	Equitability
Predictability	Accessibility

Source. Project Accountability Policy

¹ Relevant sections of the Policy have been included in this document as framework to the proposed actions. Some minor editing on the original text has been introduced for ease of reading but without change in the substance of the provisions.

IPAM's effectiveness in fulfilling its mandate is determined by how its actions and outcomes are able to respond to the guiding principles set in its Policy. In this sense, any measure of success, i.e. of an effective mechanism, should consider the fulfilment of these guiding principles.

In order to ensure that IPAM achieves the objectives set in relation to Outreach and Training, it needs to identify a set of indicators and establish measurable targets for each one. The UN Guiding Principles for Business and Human Rights (See Box 2) have established seven effectiveness criteria, which combined with the PAP guiding principles, provide IPAM with a solid basis to measure progress and as such, the objectives and goals in this outreach strategy have been defined in line with them. (See Evaluation section for further detail)

Box 2. UN Guiding Principles Effectiveness Criteria for Non-Judicial Grievance Mechanisms

The UN Guiding Principles on Business and Human Rights rest on three pillars: I. Protect; II. Respect and; III. Remedy. Independent Accountability Mechanisms are one of the non-judicial grievance mechanisms avenues considered by the third pillar of the UNGP to provide access to remedy for victims of business and related abuses. The UNGP's establish a set of effectiveness criteria for non-judicial grievance mechanisms

Legitimate: enabling trust from the stakeholder groups for whose use they are intended, and being accountable for the fair conduct of grievance processes;

Accessible: being known to all stakeholder groups for whose use they are intended, and providing adequate assistance for those who may face particular barriers to access;

Predictable: providing a clear and known procedure with an indicative time frame for each stage, and clarity on the types of process and outcome available and means of monitoring implementation;

Equitable: seeking to ensure that aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a grievance process on fair, informed and respectful terms;

Transparent: keeping parties to a grievance informed about its progress, and providing sufficient information about the mechanism's performance to build confidence in its effectiveness and meet any public interest at stake;

Rights-compatible: ensuring that outcomes and remedies accord with internationally recognized human rights;

A source of continuous learning: drawing on relevant measures to identify lessons for improving the mechanism and preventing future grievances and harms.

IV. Project Accountability Policy Provisions

The IPAM mandate and process is outlined in the Project Accountability Policy and any actions undertaken by the IPAM team are subject to it. Thus here below an abstract of the PAP provisions relevant to outreach and institutional learnings.

a. Definitions

Independent Project Accountability Mechanism (IPAM) - is the independent project accountability mechanism established under the Project Accountability Policy.

IPAM Head - the Chief Accountability Officer responsible for the running of IPAM, the implementation of the Policy and for making decisions that are the responsibility of IPAM under this Policy.

b. Scope - Functions and Governance

IPAM has two complementary, non-judicial and non-adversarial functions for handling Requests: Problem Solving and Compliance. IPAM also has a mandate to:

- Identify institutional learnings that distinguish common challenges, provide constructive recommendations and promote a culture of continuous learning at EBRD.
- Conduct outreach among internal and external stakeholders, in order to ensure that IPAM's purpose, functions and activities are known and understood.

c. Outreach and Training

IPAM's mandate to do outreach is further clarified in section 3.2 of the PAP, with a number of provisions (see below) related to who IPAM stakeholders are, promoting access and focusing on the effectiveness of actions:

IPAM's ability to fulfil this mandate is dependent on its capacity to effectively engage with its stakeholders. Further, it establishes that IPAM is to conduct outreach among both internal and external stakeholders, in order to promote greater knowledge and understanding of the Policy and IPAM's purpose, functions and activities.

In addition, it establishes the obligation to develop an outreach programme to that effect; and to include in it cooperation with other institutions' accountability mechanisms, as appropriate.

In relation to **reducing barriers to access**, the PAP signals for IPAM to be responsive to **constraints impeding stakeholders' access** to IPAM, engagement in **Cases**, or participation in **outreach** initiatives. IPAM is to **engage with Vulnerable People or groups in the EBRD territories or countries of operation** and to advance stakeholder access **efficiently and cost-effectively**.

Accessibility: working to be known to individuals and groups that could use IPAM; ease barriers to access; operate in a culturally appropriate and gender responsive manner; and promote safe access to IPAM through confidential Case handling, Retaliation risk assessment and risk mitigation measures.

PAP Guiding Principles

As shown in the box above, the PAP establishes Accessibility as one of its guiding principles and provides language on how to operationalise the principle. Further to this, the PAP includes provisions on how to make the Mechanism more accessible:

Accessibility through Engagement Materials. IPAM will develop, publish and distribute a **range of engagement materials to enhance internal and external stakeholders' understanding of IPAM's**

mandate, policies, functions and activities. If feasible, IPAM will consult externally on the development of such materials to promote their accessibility to Project affected People.

IPAM will also maintain **an interactive website** through which it will **disseminate information and materials related to its work.**

Accessibility through language. IPAM aims for effective communication and disclosure of its reports and activities among internal and external stakeholders. Although English is the working language of IPAM, IPAM is to seek to make **reports and communication materials available in relevant local languages as needed to create and maintain access to IPAM.** As a start, **the Policy is to be available in English, Russian, and Arabic** and translated into **other official languages of EBRD countries of operation** or territories on a progressive basis.

Requests may be submitted in any official language of an EBRD country of operation or territory, or in any of the official languages of EBRD (i.e. English, Russian, French or German); and IPAM communications will be both in the language of the Request and in English.

For outreach activities, if English is not spoken, IPAM is to **offer communications in the relevant local language, through translation and interpretation services.**

Safe access. IPAM is not to tolerate Retaliation against Requesters or any other individuals involved in the IPAM process or outreach activity and rejects any form of threat, intimidation, harassment, violence or discrimination based on the fact that they have exercised their right to raise concerns. To this end, confidentiality is to be granted and IPAM commits to taking steps to assess the risk and implement mitigation measures in consultation with the Requesters.

Training. IPAM shall provide training and familiarisation services to Bank staff and external stakeholders with regard to the implementation of this Policy.

In its access promotion, the PAP envisions the **support of Bank staff in HQ and Resident Offices,** who are to be encouraged to **integrate IPAM information into other Bank activities and publications.** As well, as support IPAM's efforts to publicise its mandate and functions.

In addition, a measure of the effectiveness of the Mechanism is its predictability and equitability, two of the IPAM guiding principles.

d. Reporting

***Predictability:** offering clear, consistent processes and procedures*
***Equitability:** working to ensure that all Parties have reasonable access to the information necessary to engage in IPAM processes on fair and informed terms, while respecting appropriate confidentiality requirements.*

Finally, the Policy establishes reporting obligations to IPAM:

The IPAM Head is to make quarterly presentations to the Audit Committee (EBRD Board) and provide briefings to the Board upon request or as needed.

IPAM will prepare an Annual Report that shall describe registered Requests, Case outcomes, completed outreach initiatives and institutional learnings from the preceding fiscal year. Annual Reports will be submitted to the Board and the President for information, and disseminated to the public as soon as possible thereafter through the IPAM website.

V. External Outreach

a. What is External Outreach

External outreach is defined by IPAM as all actions and behaviours of IPAM staff in its daily operation with the objective of promoting and increasing accessibility to the Mechanism within the scope provided by the PAP. Thus defined, outreach goes beyond producing dissemination materials and organizing awareness-raising activities. It envisions accessibility as the guiding principle to assist in decisions to be made and resources to be allocated for our engagement with stakeholders before, during and after Requests are received.

b. Target Audiences

IPAM's ability to fulfil its mandate is dependent on its ability to effectively engage with a range of stakeholders. For external outreach purposes, IPAM identifies as target audiences:

Primary Targets: project-affected people in the EBRD countries of operation and civil society organisations that advise and support the former in accessing the Mechanism. The latter can be divided into international/regional CSOs and national/local organisations.

Secondary Targets: Additionally, Bank staff in Banking and ROs and Clients are considered secondary stakeholders, (i.e. those that although are not the main target of the Strategy, due to their interests or role have an obligation set in the Policy to raise awareness of IPAM).

a. External Outreach Objectives

- Raise awareness about the Mechanism amongst affected (or potentially affected) communities, civil society organisations residing or active in the EBRD countries of operation and other relevant stakeholders (international/regional/local).
- Provide clear and relevant information about IPAM's purpose, functions and activities in a culturally appropriate, user-friendly and understandable way.
- Advise stakeholders about IPAM's Case methodology, activities, and findings.
- Identify relevant vehicles and partners to reach out to stakeholders
- Collaborate with IAMNetwork members and other relevant institutions to promote awareness and access to accountability in general.
- Establish measures (commensurate to the IPAM mandate and its capacity) to allow for safe access to the Mechanism.
- Build credibility and promote an image of impartiality

d. Outreach Proposed Actionable Areas

1. Continuous

Promoting access is the responsibility of the IPAM team as a whole and within its daily operation; the following actions will have to be implemented in a systematic fashion through the year:

a. Website

During 2020, basic information on IPAM was updated in the dedicated sections of the EBRD website. Early in 2021, the new case registry was launched which included new functionalities and dedicated case pages for greater transparency and predictability. As part of the refurbishment, an [electronic complaint format](#) was introduced with information prompts to assist the Requester in English, Russian and Arabic.

However, the website is IPAM's main outreach tool and the team should continue to ensure that it provides clear, useful, accessible information to potential requester as well as to other stakeholders. The website should become a one-stop shop for the provision of information about IPAM, how to submit a complaint and clarification on its services and their scope and potential outcomes.

In collaboration with the EBRD's Information Technology and communications department, enhancements to the IPAM webpage including, but not limited to integrating platforms so subscribers/users can sign up for automatic emails whenever a new Request is registered; improved look and feel features; and linkages to social media platforms

The webpage will be periodically assessed for accessibility and transparency through user surveys.

b. Outreach materials

Taking the PAP as the normative basis, IPAM will produce outreach materials under the principles of clarity, focus and cultural sensitivity to promote better understanding of the mandate, process and potential outcomes.

Printed materials will be available in English, Russian and Arabic, and progressively translated to all official languages of the countries of operation.

New formats for disseminating information that are a better fit to communities will be periodically reviewed, in collaboration with external stakeholders, Requesters and EBRD's Communications Department as relevant.

c. Social Media²

² The Analyst, under the guidance of the CAO and the Effectiveness, Engagement and Learning Advisor, will be responsible for management of IPAM's social media outlets and analyzing its contribution to the Outreach Strategy objectives.

The reach that social media has makes it an indispensable tool to promote access to the Mechanism. As stated in EBRD's Social Media Guidance "as a highly successful international financial institution, the EBRD has much to gain from sharing its successes and communicating what we want to say via social media. We can, for example, use them to find **new audiences for what we want to say and deepen our engagement with them** and people already in our networks."

The PAP and the EBRD's Social Media Guidance will regulate social media engagement by IPAM. IPAM may seek guidance and support from the Communications department as needed. By the second semester of 2021, IPAM will have initiated periodic outreach in Facebook, LinkedIn and Twitter. Social media postings will seek to increase visibility of our casework and progress made in each case and to assist our mapping of stakeholders.

Social media will be used to promote navigation to our webpage and Case Registry. For that purpose, case updates will be made through our social media platforms with links to the Case Registry summary for further information. A quarterly IPAM brief will be pushed through social media, including past and future activities.

d. One-on-one Communication with active and potential Requesters

Promoting access to the Mechanism should not rely only on traditional outreach activities; it is intrinsically linked with how we engage with our stakeholders during everyday operations. Communications will be drafted avoiding jargon and tunnel vision, striving for cultural sensitivity and personal touch. Understanding our mandate and our process is not to be a duty of our stakeholders but rather our key challenge to ensure that we are communicating effectively.

Whenever possible, written communications should be accompanied by face-to-face communication.

e. Development and update of stakeholder map and routine contact

The EBRD operates in 39 countries, but currently IPAM only engages systematically with a core group of civil society organisations that are highly knowledgeable about the IFI landscape, environmental and social safeguards and accountability mechanisms. Some of them operate at the international or regional level, and a few of them are of a local nature.

The challenge for IPAM is to work systematically in developing strategic contacts in each one of the 39 countries of operation while maintaining its engagement with its core stakeholders. For that purpose, IPAM will establish actions to identify and reach out to new local organisations. The engagement will be focused on raising awareness of accountability at EBRD, introducing IPAM and its process. The overall aim is to ensure that project affected communities in countries of operation know about IPAM, understand how to access it if needed. IPAM will engage with EBRD's Civil Society Engagement Unit in the development and update of stakeholder mapping exercise and routine contact.

f. Engagement with IAMNetwork members

The IAM Network is comprised of 22 independent accountability mechanisms that meet annually to share good practices, identify trends and exchange knowledge. IAMNet members also seek to

collaborate in cases where co-funding is present and to promote access to the accountability functions in a coordinated fashion. IPAM is to maintain an active participation within the network and collaborative outreach actions compatible with its own objectives.

2. Recurrent

a. Quarterly meeting with Civil Society Organisations

Accessibility, transparency and predictability are at the core of every IPAM action. Therefore, to ensure that the mechanism is effectively implementing these guiding principles, but also learning about the challenges of communities in accessing IPAM and understanding the process, quarterly meetings with its core CSO stakeholders is to be organized periodically. Further details on the initiative, its objectives and format can be found in Annex 1.

b. EBRD Annual Meeting

In coordination with the Civil Society Engagement Unit, IPAM will participate in relevant activities within the agenda of the EBRD Annual Meetings, as observer and/or organiser. In addition to that, whenever relevant, it will engage with local organizations to deliver a Promotion Access Workshop to local civil society organisations with common interests.

Year	Host
2021	London, UK (28 Jun - 2 Jul)
2022	Marrakesh, Morocco
2023	Samarkand, Uzbekistan
2024	Yerevan, Armenia

c. Regional/Country Specific Workshops to Promote Access

Annually, IPAM will undertake at least two regional/country specific workshops to promote access. The workshops will preferably be organized in collaboration with other sister IAMs, and will seek to identify a local CSO partner to lead in the coordination and identification of relevant participants. The countries will be identified based on EBRD country portfolio and past events.

d. IAMNetwork Outreach Activities

IPAM participates in the Outreach IAMNet committee that identifies joint outreach initiatives and will include those that are relevant to its mandate and objectives in its annual program. This is not limited to events, and include other showcasing alternatives such as joint publications, production of outreach materials, development of good practice notes, participation in relevant fora as a group and engaging with relevant institutions to promote accountability.

e. Participation in relevant fora

IPAM routinely participates in relevant fora as guest speaker establishing the leadership of EBRD in accountability as well as enlarging its network of relevant contacts. A non-exhaustive list of this is provided below.

Impact Assessment International Association Annual Conference
OECD Global Forum on Environment
UN Business and Human Rights Forum
UN Indigenous People Forum
Other IFI's Annual meetings

f. Annual Report

As part of its reporting obligations, IPAM produces its Annual Report that describes registered requests, case outcomes, completed outreach initiatives and institutional learnings from the preceding fiscal year. This product is also an excellent outreach material for showcasing the work of IPAM and providing guidance on how to access the mechanism, and as such will be used.

3. One-off

During the annual planning process, IPAM will identify outreach opportunities that may be of a one-off nature such as relevant international conferences or the celebration of a specific milestone for the EBRD or in the countries of operation.

Also considered as one-off are the production of certain outreach materials which require high investments in preparation and production, which include but are not limited to redesign of the IPAM website, design and production of access promotion training workshops, case studies, videos or special publications.

VI. Internal Outreach and Training

a. What is Internal Outreach and Training

Internal outreach is defined by IPAM as all actions and behaviours of IPAM staff in regards to its engagement with Bank staff in headquarters and Resident Offices aimed at raising awareness of the PAP, and promoting predictability and efficiency. For these purposes, the PAP establishes that IPAM shall provide training and familiarisation services to Bank staff and external stakeholders on its implementation.

In addition, given that the PAP envisions the **support of Bank staff in HQ and Resident Offices** in promoting access, Bank staff require robust understanding and knowledge of IPAM's mandate and Case processing.

Finally, IPAM needs to engage Management to jointly identify where and how to **integrate IPAM information into other Bank activities, documents and publications.**

b. Target Audiences

For internal outreach and training, although awareness-raising about IPAM and accountability should be bank wide, there are specific groups that should be considered as primary targets. Those include Board members, Bank staff in HQ and ROs responsible for origination, due diligence, implementation and monitoring; those engaging with civil society periodically; those responsible

for reporting; and finally other offices related to the good governance of the Bank. In the table below, a non-exhaustive list is provided:

- Access to Information
- Banking
- Civil Society Engagement Unit
- Co-financing and external relations
- Donor Co-financing
- Environment and Sustainability Department
- Financial Institutions
- Infrastructure
- Legal Transition
- Office of the General Counsel
- Other Independent Offices: Evaluation Department, Internal Audit, Office of the Chief Compliance Officer.
- Procurement Office
- Risk Management

c. Objectives

- Promote greater knowledge and understanding of the Project Accountability Policy and IPAM's purpose, functions and activities.
- Provide guidance on routine engagement with IPAM and/or IPAM-related issues.
- Collaborate in the identification of outlets where to insert IPAM information.
- Develop common understandings of each Party's function to facilitate a respectful relationship.

d. Internal Outreach and Training Proposed Actionable Areas

In line with the mandate of IPAM annual programmes will include systematically a combination of continuous, recurrent and one-off actions. For the development of this section, key Bank stakeholders were consulted.

1. Mandatory training

As the PAP includes provisions for the Bank to support IPAM in its dissemination of information, a mandatory training session for all staff will provide essential information about IPAM's mandate and its process. Every two years, a refresher session for all staff will be also mandatory.

2. New Joiners learning material

The New Joiners induction-learning initiative will include an information session on IPAM and resources for continued engagement as needed.

3. Intranet

A series of dedicated pages on IPAM, its process, policy and guidelines will be available in the intranet as a dedicated resource for Bank staff, including a section on frequently asked questions.

4. IPAM-ESD Collaboration

IPAM and ESD will produce an engagement protocol to provide predictability and clarity to both Parties regarding case processing under the PAP. Additionally, joint training/awareness raising sessions will be organised for Banking teams, and for ExCom and the Board for information on the environmental and social framework of the Bank and the role IPAM plays within the governance architecture of the Bank.

5. Information material for related stakeholders

Informational material on IPAM for Clients will be made available through the webpage, intranet and shared with Clients as part of the processing of specific cases.

6. Information sessions

Periodically, IPAM will engage with other departments and ROs to schedule briefing sessions on IPAM including case studies to raise awareness about the mechanism and provide examples of their processing and outcomes. Particularly, when visiting countries of operations for casework, IPAM will coordinate presentations in the RO. IPAM will also collaborate with ESD in organising joint sessions to Banking teams to provide perspective of safeguards in relation to Accountability.

7. Engagement with Senior Management

The IPAM Head will periodically engage with Senior Management and participate in Executive Committee meetings to make presentations when relevant.

8. Engagement with Board

The IPAM Head will produce and present quarterly reports/annual report to the Audit Committee and will schedule information sessions during the year for presentations on IPAM processes, its casework and trends identified.

Also one-on-one meetings with Board members will be scheduled periodically to raise awareness of the work of the Mechanism and the issues that are being addressed by IPAM.

VII. Resources

IPAM is a stand-alone office based in EBRD Head Quarters in London with a team of seven full time staff to address the four functions mandated by the Policy. Its priority is the processing of cases to ensure that stakeholders receive a timely, robust and significant response from IPAM. For this reason, and considering that this is the fundamental mandate of IPAM, a greater proportion of its resources (human, financial) are allocated to it. However, as important to the effectiveness of the mechanism, are the outreach and institutional learning functions, making the mechanism known to potential requesters and mainstreaming accountability within the Bank.

For that purpose, the structuring of the IPAM team has identified one dedicated lead position as necessary for the implementation of this Strategy. In addition to that, one Analyst position was

requested to the Board at the end of 2020 (and approved for recruitment in 2021) which will dedicate part of his/her time supporting the Lead role.

In relation to financial resources, IPAM understands that the accountability function in the past had limited or no resources for these purposes, so no historic allocation can be used as baseline. Further to this, the pandemic radically stopped in person activities during 2020, moving temporarily all engagement to virtual platforms. Because of this, budget execution for 2020 cannot be used as the basis to estimate resources required in the first couple of years of implementation of this Strategy, so IPAM proposes annually submitting to the Board, a budgetary request in the amount needed to implement the activities proposed for that year, under a zero-based budgeting process.

After two years of implementation of this Strategy, IPAM will present a report to the Board and include an assessment on existing resources and future needs.

a. Human Resources

The IPAM Head, as responsible for running IPAM is also responsible for this Outreach Strategy and its implementation. As such, the CAO will ensure that the annual work programmes include a dedicated section on Outreach activities to be undertaken during the year in line with the objectives, targets and guidance provided by this Strategy.

The Effectiveness, Engagement and Learning Advisor will be the person responsible for the design and implementation of the annual outreach programme. In this task, he/she will report directly to the CAO and be supported in its daily implementation by the Analyst Accountability. (See Annex 2 for Job descriptions)

All members of the IPAM team are responsible for ensuring accessibility to the Mechanism according to their roles and responsibilities. In addition, they are to propose initiatives, provide inputs for the production of content, assist in the mapping of relevant stakeholders and peer review materials to ensure they are fit for purpose.

b. Financial Resources

Annually, the IPAM Head will submit to the Board a budget proposal that will include allocations for outreach as relevant. The scope intensity of the annual outreach programme will be dependent on the approved allocation.

Notwithstanding this, the CAO will also work with the Effectiveness Advisor in the design of the annual programme to reflect the prioritization of actions that are deemed to have greater impact. The programme will include a combination of high-low investment activities and identify cost-sharing initiatives so that the annual targets established can be achieved in a cost-effective fashion and considering limited resources.

VIII. Implementation and Evaluation

The success of the Outreach Strategy cannot be measured only by the number of activities undertaken or materials produced each year. In addition to the quantitative indicators, assessment of the Strategy must include qualitative indicators to evaluate whether it has effectively promoted access and raised awareness, i.e. measuring the adequacy of the content and its delivery.

The achievement of the objectives is considered within the IPAM Outreach Strategy as building from one year to the next, measuring progress through the setting of intermediate targets/goals that feed into the overall 2021-2024 strategic goals. Therefore, annually IPAM will establish plans for outreach and training activities, the implementation of which will be reported in a quarterly fashion to the Board and globally in the Annual Report. Reports will include not only achievements but also deviations from plans and the reasons for it.

Key questions to guide the evaluation are:

- Are the tools used to communicate culturally appropriate?
- Is the information presented conveying the intended messages?
- How effective are the messages in promoting access to the Mechanism?
- Do stakeholders perceive the Mechanism as accessible, transparent and predictable?
- Is the information being used by stakeholders?

Additionally, actions will be individually evaluated for its effectiveness. For that purpose, the following evaluation tools will be used:

Outreach Actions	Evaluation tool	Requirements
Promotion Access Workshops	Before and after surveys	Standardize set of questions and analysis of collected data
Materials	Focus groups	Identifying relevant group of individuals and organisations to review materials and provide feedback
IPAM Website	# of hits per page # of downloads	Communications reports
Requesters	Standard question	Analysis of collected data
Social Media (Facebook, Twitter, LinkedIn, etc.)	# of new followers # of discussions generated # of new hits on IPAM page	Analysis of collected data Communications reports
Training Actions	Evaluation tool	Requirements
Training sessions	Before and after surveys	Standardize set of questions and analysis of collected data
Training materials	Focus groups	Identifying relevant individuals and organisations to review materials and provide feedback
Intranet	# of hits	Communications reports

Globally, measuring the impact of the Strategy requires evaluation as well. For the establishment of a baseline, we will identify a relevant volume of stakeholders (one focus group for external outreach and one for internal outreach) in the next few months and apply a questionnaire. Annually, we will strive to apply the same questionnaire to the same group so that we can effectively capture progress, or lack of it.

Finally, we are proposing the creation of **an External Consultative Group (ECG)** to serve as sounding board to IPAM as this is one of the good practices to adopt for an effective mechanism. In relation to this strategy, the ECG will be asked to provide inputs and feedback for the periodic review of the Strategy and its implementation. The scoping note of the ECG and a public call for submission of letters of interest will be announced after the summer of 2021.

Annexes

Annex 1 - Quarterly Meeting with Civil Society Organisations

a. Objectives

- To promote transparency and predictability of the IPAM operations;
- To exchange challenges and opportunities to promote access, improve transparency, predictability and accountability in general;
- To identify opportunities for collaboration in reaching vulnerable communities in EBRD countries of operation;
- To analyse risks faced by communities in accessing IPAM;
- To act as a sounding board for IPAM and CSOs on engagement and accountability issues related to public and private sector development projects in EBRD countries of operations.

b. Format and frequency

Two-hour virtual sessions to be held at the end of each quarter. The frequency of these meetings is proposed set as the minimum engagement that this group and IPAM would have through the year.

c. Proposed participants

The purpose of these meetings require a certain level of knowledge and understanding of the role of independent accountability mechanisms and development finance. As such, IPAM suggests the following organisations, and is open to including others that might also be interested in participating in these meetings.

Proposed Participants

1	Accountability Counsel
2	Arab Watch Coalition
3	Both Ends
4	CEE Bankwatch
5	Coalition for Human Rights in Development
6	Crude Accountability
7	E3G
8	Gender Action
9	Inclusive Development
10	International Accountability Project
11	OECD Contact Points
12	Open Society Foundation
13	Oxfam International
14	Oxfam Novib
15	Re-Course
16	SOMO
17	Transparency International
18	Urgewald

N.B. This list is only indicative and is subject to change as relevant

Annex 2 – Role descriptions

Chief Accountability Officer

The Chief Accountability Officer will be responsible for the executive leadership, strategic direction, complaint management, operational/administrative management, stakeholder outreach, staff training and internal coordination associated with IPAM. The Chief Accountability Officer:

- Establishes the Bank-wide vision, goals and strategies on accountability. Designs Bank-wide accountability, compliance and dispute resolution policies and practices under the EBRD's Project Accountability Policy. Acts as an EBRD spokesperson, representing the EBRD and its management of external accountability in high profile international fora (e.g., with the international Independent Accountability Mechanism Network, IFIs, international organizations and global civil society), as well as in Board and senior management meetings.
- Advises the Bank and the Board on accountability/reputational risks of specific project investments across countries of operation, as well as on thematic issues/trends identified through complaint processing;
- Oversees the compliance review and dispute resolution functions, ensuring efficient, effective and consistent performance of the highest quality (and reporting regularly on such performance to the Board), producing reports and communications for IPAM. With respect to the problem solving function, this includes the development of agreements with third parties, clients and senior Bank Management in support of conflict resolution. With respect to the compliance review function, this includes maintaining ownership over the determinations of complaint investigations where environmental or social non-compliance with the Bank's policies has been alleged, effective defence of the determinations and methodology of non-compliance opposite the MD responsible for the Environmental and Social Policy and the EBRD Secretary General.
- Oversees accountability of the Environmental & Sustainability Department and the Office of the Secretary General to external stakeholders on project-specific, systemic and policy matters, overseeing the monitoring of EBRD Management Action Plans and agreements between Clients and Complainants, determining when all actions have been satisfactorily implemented;
- Develops recommendations for institution-wide learning at project, procedural and systemic levels. This includes the authority to recommend project suspension, where serious, irreparable harm is likely to be caused by continued project disbursement;
- Maintains constructive, collaborative working relationships with ESD, OSG, senior management, the Board, international civil society, clients and project-affected peoples. Works on the leading edge of the technical accountability specialization, leading dialogue with other IFIs and international organizations on improved governance and the realisation of human rights, social and environmental sustainability in project finance.
- Leads international good practice development within the International Independent Accountability Mechanisms Network.

Effectiveness, Engagement & Learning Advisor

Supporting the Chief Accountability Officer in carrying out their duties, the Effectiveness, Engagement & Learning Advisor, acts as the Outreach and Learning lead and provides guidance to the IPAM team to ensure the continued and growing effectiveness of the Mechanism as measured by the Effectiveness Criteria established by the office and GIP, and also has a combination of function-specific and general administrative-coordination functions as follows:

Outreach and Learning

- As Outreach and Learning lead, the Advisor designs, plans and implements all outreach actions guided by the approved Outreach strategy and the Learning Guidance, in line with the relevant provisions of the PAP
- Coordinates the day to day Outreach and Learning work so as to meet the targets and objectives set in the IPAM Work Programme
- Supervises the work of the Analyst in relation to the relevant outreach and learning functions.
- Proposes, in collaboration with the Analyst, content for social media outlets and ensures its timely implementation.
- Consults regularly with the CAO on direction, messaging and new products to ensure effective access to the Mechanism by affected communities and development of learning products for the Bank.
- Maps, enriches and maintains a robust group of relevant stakeholders.
- Ensures that all Outreach materials and vehicles are updated and maintain their relevance as per the Outreach Strategy
- Maintains a roster of relevant consultants to assist in the design and implementation of outreach activities and products.
- Leads on the development and delivery of the IPAM Annual Report and other IPAM reporting materials.
- Coordinates continuously with other members of the IPAM team to identify needs, relevant outreach learning topics and ask for substantive inputs to feed into relevant outreach and learning products.
- Proposes relevant content for outreach and learning materials and provides case updates to ensure website and other transparency vehicles reflect progress made.
- Acts as liaison with the Civil Society Unit, and any other relevant Bank Units for the purpose of his/her function.
- Liaises with relevant internal and external stakeholder groups, including complainants, civil society organizations, international development organizations, independent accountability mechanisms, and other relevant offices.
- Liaises with colleagues with similar functions to identify collaborative opportunities, adopt good practices and promote innovation.
- Proposes and implements evaluation schemes to measure Outreach and Learning impact.

Case Management

- Collaborates with IPAM team members to ensure that case management meets the Effectiveness criteria set in the PAP and other internal guidance.
- Is a member of the IPAM Risk Assessment Coordinating Team, making sure that decisions regarding safety and retaliation mitigation measures are cascaded to other IPAM team members.
- Proof reads relevant case reports and provides guidance on accessibility, predictability, transparency to team members.
- Works in close collaboration with the problem solving and compliance teams in the identification of substantive content for institutional learning products.
- Advises the CAO on relevant accountability effectiveness trends and GIP to influence case management.

Other tasks as required by the CAO:

- Acts as spokesperson for IPAM, in the CAO's absence
- He/She supports the CAO in overlooking IPAM administrative operation, including but not limited to budgetary and HR issues, the development and preparation of internal administrative procedures and working with other IPAM team members to ensure institutional engagement and superb performance while ensuring a healthy work/life balance.
- Acts as main point of contact with the External Consultative Group and IAMNetwork Liaison.

Analyst, Accountability

The Analyst reports to the Chief Accountability Officer, and is supervised in its daily work by the Effectiveness, Engagement and Learning Advisor. He/She provides support to the team as per her guidance in the areas of case management, outreach and general operational delivery of the annual work programme and active caseload in compliance with the Project Accountability Policy under which IPAM operates, by:

Case Management

- Providing support to the team in the intake of Requests, receiving and tracking incoming requests, and processing them as per the relevant procedures.
- Gathering and reviewing project and complaint documents provided by all Parties during registration, preparing case files, coordinating translation of documents and updating case database and case summaries as per internal guidance and procedures.
- Coordinating and participating in calls and meetings with relevant stakeholders, drafting aide memoires and summaries and recording relevant case processing events within the case file
- Drafting communications in culturally appropriate fashion as per established standards and ensuring timely responses
- Develop strong knowledge of EBRD policies and procedures in support of the analytical work performed by IPAM
- As per the Access to Information Policy, reviewing IPAM reports and ensure alignment with said policy; flagging confidential information and updating risk assessments as per guidance provided.
- Maintaining and updating the IPAM Case database and Case Registry; providing administrative support in case recording and filing, updating relevant case information and documents in different platforms such as case registry as per the Project Accountability Policy and internal administrative guidelines;
- Undertaking research activities related to case portfolio and other IPAM related tasks, and providing initial analysis;

Outreach and Administrative. Under the supervision of the EELA

- Proposing a social media action plan within the scope of the IPAM outreach strategy and implement approved activities.
- Proposing and implementing planned outreach activities (internal and external);
- Updating the IPAM website and intranet periodically under the principle of transparency and predictability;
- Updating the stakeholder engagement database and proposing new and creative
- Engaging with internal and external stakeholders to promote access to the Mechanism and understanding of its mandate building.
- Supporting the development of IPAM guides, booklets and brochures, as well as other outreach materials including PowerPoint presentations aimed at explaining IPAM's purpose and function as well as ongoing activities to its key stakeholders;
- Drafting reports, including quarterly and annual reports, dashboard, coversheets, and case summaries;
- Develop terms of reference and follow up on the work of consultants as needed;
- Maintaining continued engagement with relevant units of the Bank to ensure alignment with institutional objectives and seeking to establish synergies where relevant.