

President Jin Liqun

Asian Infrastructure Investment Bank (AIIB) Tower A, Asia Financial Center
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Beijing 100101
People's Republic of China

AND

Board of Directors, AIIB

Cc:

Ms Hwee Tin Kng, Acting MD-CEIU / Chief Internal Audit Officer
Mr Shamas-ur-Rehman Toor, Head, PPM Secretariat
Mr Jeffrey Hiday, Director General, Communications Department
Mr Denis Kongere, Civil Society Engagement Officer

By e-mail
7 March 2025

Dear President Jin Liqun and the Board of Directors of AIIB,

RE: Hiring Process for Managing Director, Complaints-resolution, Evaluation and Integrity Unit

We are writing concerning the selection process for the next Managing Director of the Complaints-resolution, Evaluation and Integrity Unit (MD-CEIU), which houses AIIB's independent complaints handling function, the Project-affected People's Mechanism (PPM). The CEIU forms part of the Bank's Oversight Mechanism, ensuring that AIIB's financing is accountable to communities impacted by unintended environmental and social harms. As such the MD-CEIU plays a key role in preventing and remedying harm to project-affected communities, supporting compliance with AIIB policy, and ensuring the continued learning and improvement of the AIIB regarding its project impacts.

As civil society organizations that support project-affected communities to file cases to independent accountability mechanisms, including AIIB's PPM, we have two primary concerns regarding this hiring process:

1. the inclusion of candidate selection criteria relating to independence, complaints handling experience and awareness of environmental and social issues which underscore the important role of the CEIU and specifically the PPM in working with affected communities; and
2. the inclusion of greater Board-level involvement and the involvement of external stakeholders, including civil society, in the hiring process.

Regarding the first concern, we propose that you take the following criteria into consideration in the selection process in addition to the listed competencies in the publicised job description for the MD-CEIU:

1. Ability to deal thoroughly and fairly with complaints:

- Demonstrated complaints handling experience at an IAM, and knowledge of IAM processes and outcomes
- Awareness of AIIB's current Environmental and Social Framework
- Ability to find resolution to environmental and social issues.

2. Integrity and Independence from Management:

- Strong principled approach to handling conflicts

3. Exposure to developmental issues and living conditions in developing countries:

- Subject matter expertise in human rights issues
- Ability to deal with complaints with sensitivity and respect for local communities

Without such characteristics, it will be difficult for civil society to trust the leadership of the CEIU and its ability to fairly and competently handle complaints.

Our second request is to include both greater Board-level involvement and external stakeholder involvement in the hiring process. In the Terms of Reference,¹ the MD-CEIU is appointed by the President, "following consultation with the Board," and will "share all relevant information with the Board...including background, experience, and their curriculum vitae."² This language does not make clear the Board's ability to participate in candidate interviews, a key component in assessing the fitness of a potential appointee. We suggest that in order for the Board to best make recommendations, members should be directly involved in the interview process.

Additionally, according to international good practice,³ the President should include independent external stakeholders, especially civil society, in the selection process for the MD-CEIU. Ideally, this inclusion would involve CSOs in the interview process with the ability to ask questions of the candidates. This helps to legitimize the hiring process and builds trust in the independence and integrity of the selected individual.

Precedent for this type of CSO and stakeholder involvement exists with the hiring processes of various multilateral development banks' accountability offices and IAMs. Most recently, the Asian Development Bank appointed two civil society stakeholders as observers in the selection process for its Chair of the Compliance Review Panel. One of the signatories to this letter,

¹ AIIB, Terms of Reference for the Complaints-resolution, Evaluation, and Integrity Unit (CEIU), *Processes for CEIU* (Jan. 27, 2024), https://www.aiib.org/en/about-aiib/governance/_common/_download/AIIB-CEIU-TOR-Jan-27-2024-Public.pdf.

² *Id.*

³ Multiple Authors, [Good Policy Paper: Guiding Practice from the Policies of Independent Accountability Mechanisms](#) (2024).

Accountability Counsel, was able to participate in the interviews and make a recommendation regarding hiring before the selection committee. Like AIIB, ADB did not have a policy requirement but committed to international good practice in recognition of the benefits it brings.

Other examples include the Japan International Cooperation Agency (JICA) and the Japan Bank for International Cooperation (JBIC), where Independent Examiners are chosen through a process involving a selection committee that has members from academia and NGOs, among others.⁴ Similarly, the African Development Bank's Independent Recourse Mechanism (AFDB's IRM) Director is selected by a panel composed of the Board, two representatives of Senior Management and two external advisors (at least one of whom should be a civil society representative).⁵

Thus, in line with international good policy, we call upon the AIIB to ensure:

1. Inclusion of relevant criteria befitting the head of an IAM in the hiring process;
2. The ability for external stakeholders to participate in the selection process; and
3. Direct board involvement in the interview process.

Thank you again for your commitment to a strong CEIU and PPM. As the candidate application time frame has already closed, we look forward to hearing your considered response and hope to further engage with you on this process.

Respectfully,

Accountability Counsel
Asian Forum for Human Rights and Development (FORUM-ASIA)
Bank Climate Advocates
Equitable Cambodia
Kazakhstan International Bureau for Human Rights
Koalisi Rakyat untuk Hak atas Air (KRuHA)
NGO Forum on ADB
Oyu Tolgoi Watch
Recourse
Rivers without Boundaries
Samata (India)
Suluh Muda Inisiatif
Sustentarse (Chile)
Trend Asia
Urgewald
Uzbek Forum for Human Rights

⁴ Japan International Cooperation Agency (JICA), [Objection Procedures, para. 4](#) (2022); Japan Bank for International Cooperation, [Major Rules for Establishment of Examiner for Environmental Guidelines](#) (2022).

⁵ African Development Bank, [Independent Recourse Mechanism Rules and Procedures, para. 84](#) (2021).