ASIAN INFRASTRUCTURE INVESTMENT BANK

RULES OF PROCEDURE OF THE PROJECT-AFFECTED PEOPLE'S MECHANISM

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Summary of Content: The Policy on the Project-affected People's Mechanism (PPM) has established the PPM as AIIB's independent accountability mechanism to receive submissions from Project-affected people who believe they have been or are likely to be adversely affected by AIIB's failure to implement the ESP. These Rules of Procedure have been revised in order to facilitate implementation of the PPM Policy as revised through December 18, 2025. They have been issued pursuant to the Directive on the PPM and apply to all submissions made on or after January 1, 2026.

Related Documents: PPM Policy and PPM Directive

ASIAN INFRASTRUCTURE INVESTMENT BANK

Rules of Procedure of the Project-affected People's Mechanism

Issued by the Managing Director,

Complaints-resolution, Evaluation and Integrity Unit (CEIU)

First issued on: June 13, 2019

(Revised on: January 1, 2026)

Abbreviations

AIIB	Asian Infrastructure Investment Bank
CEIU	Complaints-resolution, Evaluation and Integrity Unit
CPBP	Climate Policy-based Program
CR	Compliance Review
CSO	Civil Society Organization
DR	Dispute Resolution
ESP	Environmental and Social Policy
GRM	Grievance Redress Mechanism
IAM	Independent Accountability Mechanism
MD-CEIU	Managing Director, CEIU
NGO	Nongovernmental Organization
PPM	Project-affected People's Mechanism
PSI	Project Summary Information
MAP	Management Action Plan
RBP	Results-based Project
TOR	Terms of Reference

Definitions

Authorized Representative	An individual or organization authorized by the Requestors to file a submission to the PPM on their behalf.
Client	The recipient, guarantor, beneficiary and/or sponsor of the Bank's financing for a Project, that is/are responsible for the environmental and/or social aspects of the Project. (Source: AIIB Environmental and Social Policy)
Closing Date	For sovereign-backed loans: The date specified in the loan agreement (or later date established by AIIB by notice to the borrower and guarantor) after which AIIB may, by notice to such parties, terminate the right of the borrower to withdraw proceeds of the loan. For sovereign-backed guarantees: The date of completion of the Project. (Source: PPM Policy)
Environmental and Social Policy	AIIB's Environmental and Social Policy, which includes the associated Environmental and Social Exclusion List and three Environmental and Social Standards, all as set forth in AIIB's Environmental and Social Framework.
Financing	A Sovereign-backed Financing or a Non-sovereign-backed Financing for a Project. (Source: AIIB Operational Policy on Financing).
Good-faith Efforts	Requestors' efforts to resolve their grievances related to environmental and social issues under the Project through the Project-level grievance redress mechanism (GRM) and AIIB Management in accordance with the provisions of Section 4.1 of the PPM Policy.
Management	AIIB Management
Member	The member of AIIB (or other agency of the member that is authorized effectively to pledge the member's full faith and credit) in whose territory the Project is located or for whose benefit the Financing is provided. (Source: AIIB Operational Policy on Financing).
Non-sovereign-backed Financing	Any Financing extended by AIIB that is not a Sovereign-backed Financing. It includes any Financing to, or for the benefit of, a private enterprise or a sub-sovereign entity (such as a political or administrative subdivision of a Member or a public-sector entity) that is not backed by a guarantee or counter-guarantee and indemnity provided by the Member to AIIB. (Source: AIIB Operational Policy on Financing).
Project	The specific set of activities for which the Bank's financing is provided, as defined in the agreement governing such financing, regardless of the financing instrument or the source of such financing or whether the Project is financed in whole or in part by the Bank. The term may include a discrete set of activities or a program of activities, such as a Results-based Project (RBP) (see ESP Section 15, Environmental and Social Assessment of Results-based Projects) or a specific program of policy and institutional reform actions comprising a Climate Policy-based Program (CPBP) (see ESP Section 16, Environmental and Social Policy Analysis of Climate Policy-based Programs), unless the context otherwise requires. (Source: AIIB Environmental and Social Policy)

Project-affected People	People who may be beneficially or adversely affected by an AIIB-financed Project.
Requestors	A person or persons who file(s) a submission.
Retaliation	Retaliation is any detrimental act recommended, threatened or taken (directly or indirectly) against any person to silence him or her and/or prevent his or her interaction with the PPM or filing of a submission. Forms of retaliation include harassment, discriminatory treatment, withholding of entitlement, risks to livelihood or reputation and threats of physical violence, criminalization or incarceration.
Sovereign-backed Financing	(i) A loan extended by AIIB to, or guaranteed by, a Member; or (ii) A guarantee extended by AIIB that: (A) covers debt service defaults under a loan that are caused by a government's failure to meet a specific obligation in relation to the Project or by a borrower's failure to make a payment under the loan; and (B) is accompanied by a Member counter-guarantee and indemnity. (Source: AIIB Operational Policy on Financing).
Working Day(s)	A day from Monday through Friday on which AIIB is open for business.

1. Introduction

1.1. AIIB-financed projects (Projects) aim to foster sustainable economic development, create wealth and improve infrastructure connectivity in Asia. These interventions are guided by AIIB's strategies and policies, including for public information disclosure, procurement, financing, and environmental and social dimensions.

1.2. AIIB's Environmental and Social Policy (ESP)[1] guides sound environmental and social management in the identification, preparation and implementation of Projects. The ESP provides a mechanism for public consultation and disclosure of information on the environmental and social risks and impacts of Projects and provides for use of Project-level grievance redress mechanisms (Project-level GRMs). Therefore, ordinarily, Project-affected people should have the opportunity to raise any concerns with the Client and AIIB during the preparation and implementation of an AIIB-financed Project.

1.3. The Policy on the Project-affected People's Mechanism (PPM)[2] has established the PPM as AIIB's independent accountability mechanism to receive submissions from Project-affected people who believe they have been or are likely to be adversely affected by AIIB's failure to implement the ESP.

1.4. These Rules of Procedure have been revised in order to facilitate implementation of the PPM Policy as revised through December 18, 2025. They have been issued pursuant to the Directive on the PPM[3] and apply to all submissions made on or after January 1, 2026. They explain the functions of the PPM, who can file submissions with the PPM and when they can be filed, what submissions are eligible to be considered by the PPM, and how submissions can be filed. They also explain the review process for each type of submission, the effect of a submission on Project preparation and implementation, the information that the PPM discloses, issues of confidentiality and retaliation, special considerations when Projects are cofinanced, and other details regarding the PPM's work.

1.5. The Managing Director, CEIU (MD-CEIU), is responsible for issuing, interpreting and, upon consultation with the President, amending these Rules of Procedure.

2. The PPM and Its Functions

2.1. The PPM provides an opportunity for an independent and impartial review of submissions from Project-affected people who believe they have been or are likely to be adversely affected by AIIB's failure to implement the ESP in situations when their concerns cannot, in the PPM's judgment, be addressed satisfactorily through Project-level GRMs or AIIB Management (Management) processes. AIIB's accountability is enhanced through the following three functions of the PPM:

2.1.1. **Early Problem Solving function** (Early Problem Solving), the objective of which is to enable Project-affected people to obtain rapid resolution of their concerns over simple matters that arise during AIIB's environmental and social due diligence of a Project (which includes screening, categorization and

[1] Environmental and Social Framework. The Environmental and Social Framework includes both an aspirational Vision Statement and the ESP, which includes three associated Environmental and Social Standards and an Environmental and Social Exclusion List (Exclusion List) by which AIIB will not knowingly finance a Project that involves activities or items specified in the Exclusion List.

[2] PPM Policy

[3] PPM Directive

assessment of the environmental and social risks and impacts of the Project as set out under relevant ESP provisions) and that do not require dispute resolution. These may include inquiries about the consultation process related to a Project or requests to address any environmental nuisance such as dust, noise, or mobility restrictions experienced during Project preparation.

2.1.2. **Dispute Resolution function** (Dispute Resolution), which seeks to facilitate a dialogue between AIIB, the Project-affected people, and/or the Client, with a view to agreeing on actions to mitigate known potential or actual material adverse environmental or social impacts that arise during AIIB's environmental and social due diligence of a Project or during Project implementation.

2.1.3. **Compliance Review function** (Compliance Review), which is designed: (a) to investigate allegations by Project-affected people that AIIB has failed to comply with its obligations under the ESP in its environmental and social due diligence of a Project during Project preparation or its oversight of the Project during implementation, thereby causing or being likely to cause material adverse environmental or social impacts on the Project-affected people; and (b) if the allegations are substantiated, to review any action plan proposed by Management to address these impacts.

2.2. PPM has no authority with respect to judicial processes. PPM is not a judicial or law enforcement mechanism, nor is PPM a substitute for courts or regulatory processes. Therefore, PPM findings and reports are not intended or designed to be used in judicial or regulatory proceedings or for purposes of attributing legal liability.

2.3. CEIU is responsible for the proper functioning of the PPM.

3. Persons Who May File a Submission

3.1. Two or more Project-affected people (Requestors) may file a submission. In cases involving allegations of gender-based violence, sexual harassment, or sexual exploitation and abuse, a single Requestor may file a submission.

3.2. The Requestors may send submissions directly to the PPM or they may authorize an in-country representative (Authorized Representative) to file a submission on their behalf. This representative may be a relative, trusted individual or organization.

3.3. In exceptional situations, when in-country representation is unavailable, the Requestors may designate an individual or organization representative outside of the country as their Authorized Representative to file a submission. The Authorized Representative provides the necessary assistance in filing a submission with the PPM.

3.4. The PPM acknowledges receipt of the submission to the Requestors (with a copy to the Authorized Representative) and initiates communication about the submission with the Requestors.

3.5. The PPM does not accept anonymous submissions. This is because the PPM needs sufficient detail to communicate with those who approach it.

4. Resolution of Grievances

4.1 The PPM process is available to Requestors after they make good-faith efforts to resolve their issues with the Project-level GRM and Management. This approach enables timely resolution of these issues at the Project level using the Client's GRM, complemented by Management's support when needed. If Requestors are unable to resolve their issues at these levels, they should present to the PPM the reasons for this. Acceptable reasons would, without limitation, include: (a) the nonexistence or nonfunctioning of the Project-level GRM; (b) a failure on the part of Management to engage meaningfully with the Requestors within a reasonable period of time following notice to Management to engage with the Requestors; or (c) a risk of retaliation.

4.2 These examples of acceptable reasons are not exhaustive. In determining whether the reasons presented to it are reasonable, the PPM exercises judgment on a case-by-case basis, based on the facts presented.

4.2.1. A determination by the PPM of whether a Project-level GRM is nonexistent or nonfunctioning may be based on a variety of indicators, including, but not limited to: (a) the GRM was never established; (b) accessing the GRM requires use of the internet while Project-affected people have difficulty in accessing the internet; (c) the GRM has no toll-free hotline, physical complaint boxes, or other mechanism for easy access by Requestors; (d) grievances remain unacknowledged for unreasonably long periods of time; (e) the GRM has a recent history of retaliation (e.g., job loss, harassment) for submitting grievances; (f) the GRM's replies are vague (e.g., "We are looking into it") with no follow-up; (g) the GRM dismisses environmental and social concerns as being "outside the scope" of GRM's jurisdiction; and (h) the GRM refuses to provide information to Project-affected people about AIIB's Project team or the PPM.

4.2.2. An indicator of Management nonresponsiveness would be if there has been no meaningful engagement by Management within forty-five (45) Working Days following notice to Management to engage with the Requestors.

4.2.3. If the PPM determines that there is a credible risk of retaliation from approaching the GRM, Requestors would not be required to make good-faith efforts through the Project-level GRM. Instead, they would normally be referred to Management to resolve issues. Detailed provisions on implementing retaliation risk mitigation measures are set forth in **Attachment 3**.

5. Time Limits for Filing a Submission

5.1. **A Request for Early Problem Solving** may be submitted after the Project Summary Information (PSI) in relation to a Project has been disclosed by AIIB and before the approval of the Financing.

5.2. **A Request for Dispute Resolution** may be submitted after the PSI in relation to a Project has been disclosed by AIIB and before one of the following dates:

5.2.1. **For Sovereign-backed Financings**, the Closing Date. In exceptional circumstances where the Client continues to be bound by environmental and social undertakings beyond the Closing Date, the PPM may consider the request as timely if it is submitted within the 24 months after the Closing Date.

5.2.2. **For Non-sovereign-backed Financings**, the date 24 months after the date of the last disbursement of AIIB's funds, or, in the case of guarantees, the date 24 months after the date of the last disbursement under the underlying obligation, or, in the case of equity investments, prior to AIIB's exit.

5.3. **A Request for Compliance Review** may be submitted after the approval of the Financing for the Project and before one of the following dates:

5.3.1. **For Sovereign-backed Financings**, the Closing Date. In exceptional circumstances where the Client continues to be bound by environmental and social undertakings beyond the Closing Date or when a Dispute Resolution has failed to lead to an agreement and the Requestors wish to file a request for a Compliance Review, the PPM may consider the request as timely if it is submitted during the 24 months following the Closing Date.

5.3.2. **For Non-sovereign-backed Financings**, the date 24 months after the date of the last disbursement of AIIB's funds, or, in the case of guarantees, the date 24 months after the date of the last disbursement under the underlying obligation, or, in the case of equity investments, prior to AIIB's exit from its investment.

5.4. The Closing Date of a sovereign-backed loan is disclosed in the Project Document. The projected disbursement period of a non-sovereign-backed loan is disclosed in the PSI.

5.5. Figures **1(a)** and **1(b)** summarize these submission time limits.

Figure 1(a): PPM Submission Processes and Timeframes: Sovereign-backed Financings

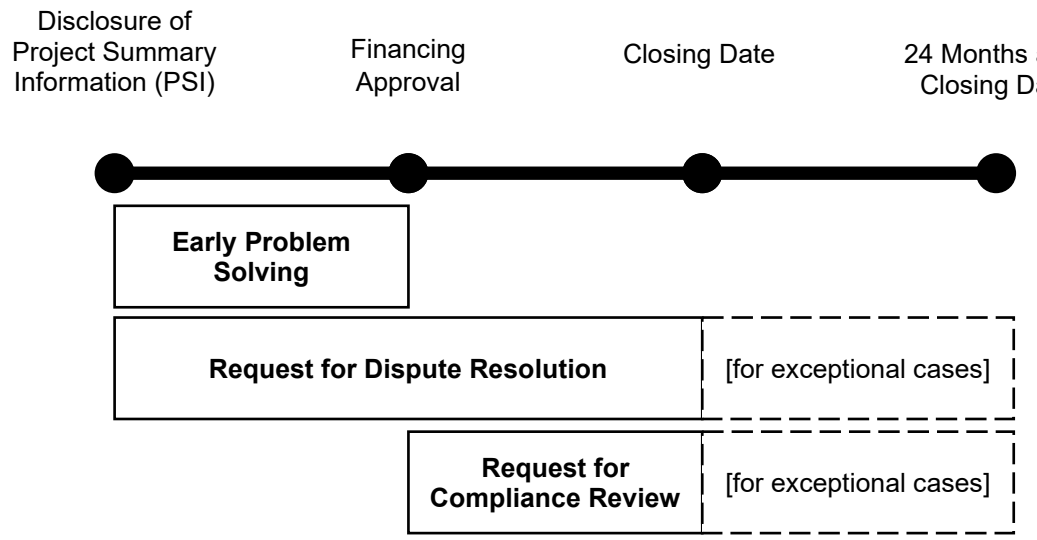
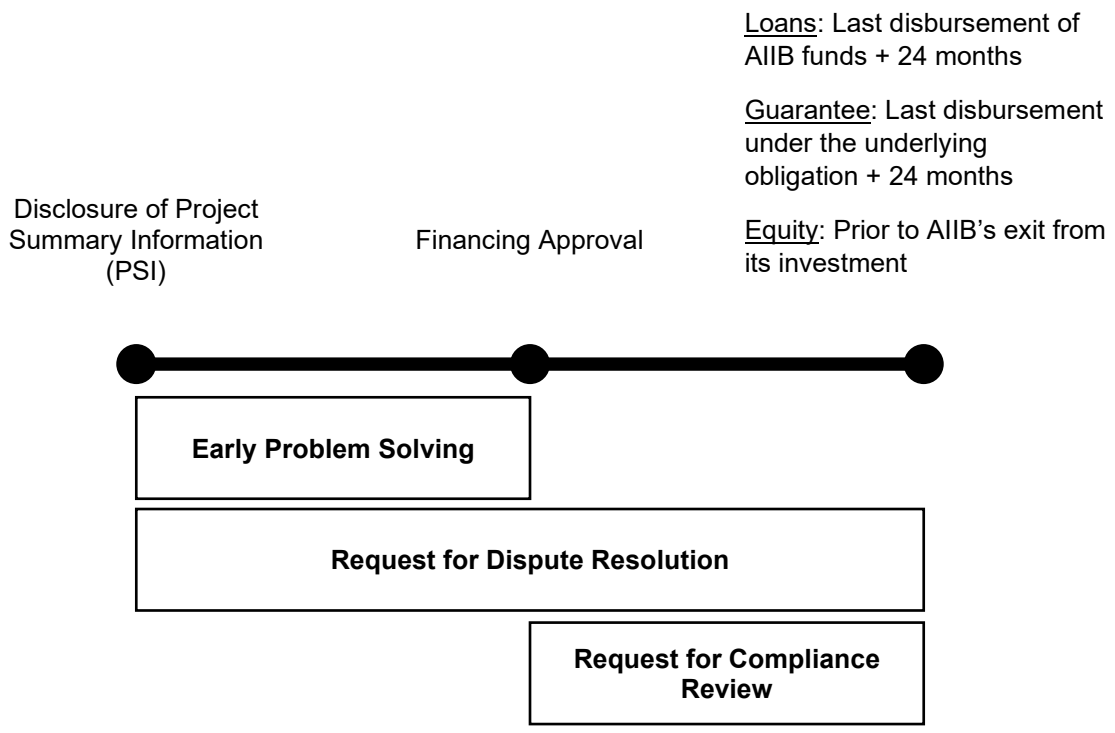


Figure 1(b): PPM Submission Processes and Timeframes: Non-sovereign-backed Financings



6. Eligibility of Submissions

6.1. **General Eligibility Criteria Applicable to All Submissions.** A submission is ineligible to be considered by the PPM if:

6.1.1. It does not relate to a Project that has been approved for financing by AIIB or in relation to which a PSI has been disclosed;

6.1.2. It is anonymous;

6.1.3. It raises allegations of fraud, corruption or other Prohibited Practices or relates to procurement;

6.1.4. It relates to any AIIB policy other than the ESP;

6.1.5. It relates to the adequacy of the ESP;

6.1.6. The Project is cofinanced by another multilateral development bank (MDB), bilateral development organization, or development finance institution, and AIIB has agreed with such cofinancier to the application of the environmental and social policies and procedures of that cofinancier and to rely on the Independent Accountability Mechanism (IAM) of such cofinancier;

6.1.7. It is filed outside the time limits set out under Section 5 (Time Limits for Filing a Submission) of these Rules of Procedure;

6.1.8. The Requestors have not, in the PPM's judgment, made good-faith efforts in the manner described above in Section 4.1;

6.1.9. It raises issues that have already been considered by the PPM, unless there is new evidence or there are new circumstances not known at the time of the previous submission; or

6.1.10. It has been filed fraudulently, with frivolous, malicious or improper intent or to gain undue competitive advantage.

6.2. **Additional Eligibility Criteria for Compliance Reviews.** In addition, a request for Compliance Review is ineligible to be considered by the PPM if:

6.2.1. It relates to actions or inactions that do not involve AIIB's failure to comply with the ESP or otherwise raises issues unrelated to AIIB's failure to comply with the ESP;

6.2.2. It relates to activities, parties or impacts beyond the reasonable control of AIIB (including the conduct of any Client or any third party, unless that conduct is directly relevant to assessment of AIIB's compliance with the ESP);

6.2.3. It relates to laws, policies or regulations of AIIB's Member government, unless they directly relate to AIIB's compliance with the ESP; or

6.2.4. It relates to the subject matter of an ongoing Early Problem Solving or a Dispute Resolution.

7. Processing Submissions

7.1. Contents of the Submission

7.1.1. The submission includes the following information:

(a) Requestors' name(s), address(es), contact details and preferred mode of contact;

(b) Authorized Representative's name and contact details and Requestors' authorization to the Authorized Representative to file a submission on their behalf;

(c) Any request for confidentiality of the identity of the Requestors or of an in-country Authorized Representative or other information and reasons for such request;

(d) Name and location of the AIIB-financed Project concerned; and

(e) Direct and material adverse environmental or social issues to be addressed.

7.1.2. The Requestors are encouraged but not required to provide the following additional information:

(a) The nature of the noncompliance with the ESP;

(b) The steps the Requestors have taken to resolve the issue (e.g., approaching the Client, the Project-level GRM, AIIB Management, government, or judicial or law enforcement bodies) and the outcome;

(c) The issues that are still not resolved;

(d) The Requestors' view of the best way to solve the issue and the most satisfactory result; and

(e) Whether the Requestors are submitting a request for Early Problem Solving, request for Dispute Resolution or request for Compliance Review.

7.1.3. The PPM has prepared a standardized optional PPM sample submission form to guide Requestors in preparing their submissions (see **Attachment 1** below). The English-language submission form can be downloaded from the PPM website. This form has been translated into several languages. Requestors can also file a submission using the online submission form available on the AIIB website. The PPM Secretariat can also be contacted for guidance on filing a submission but does not advise on the substance of a submission.

7.2. Language of the Submission and Other Written Communications

7.2.1. The working language of AIIB is English.

7.2.2. Submissions and subsequent communications from the Requestors to the PPM may be written in English or any language of the Requestors' country.

7.2.3. The PPM translates the substantive parts of the submission and of subsequent communications from the Requestors into English if they are not in English.

7.2.4. The PPM's acknowledgment of receipt of the submission is in English and in the language of the submission, if such language is not English.

7.2.5. Thereafter, the PPM's official written communications with the Requestors are in English.

7.2.6. Where feasible, the PPM also informally translates the substantive parts of its communications to the Requestors into the submission language, if the submission language is not English. However, the English-language version of AIIB's communications prevails in the case of a discrepancy between the English and the translated versions.

7.2.7. The PPM notifies the Requestors if translation will delay submission processing and indicates new submission-processing dates. Additional time required for translation will not invalidate a submission.

7.3. **Filing the Submission.**

7.3.1. The submission may be sent to the PPM by mail, email or Online Submission Form or hand-delivered to the PPM.

7.3.2. The PPM can be contacted through a dedicated PPM website, via the AIIB homepage (https://www.aiib.org) or by contacting the Managing Director of CEIU or Head of PPM Secretariat and Complaints Resolution at:

To:	**The Managing Director / The Head of PPM Secretariat and Complaints Resolution, Complaints-resolution, Evaluation and Integrity Unit (CEIU)**
Address:	AIIB Headquarters, Tower A, Asia Financial Center, No. 1 Tianchen East Road, Chaoyang District, Beijing 100101, China
Tel:	+86-10-8358-0111
Email:	ppm@aiib.org
Website:	www.aiib.org/ppm

7.4. **General Processing Provisions Applicable to All Submissions.** This Section sets out actions applicable to all submissions irrespective of which of the three PPM functions they are to be considered under. Subsequent sections describe actions specific to each PPM function.

7.4.1. **Indicative Timelines**

(a) Indicative timelines for handling submissions under each PPM function are set forth in tabular form in **Attachment 2**.

(b) The PPM may extend any of these timelines during submission handling as appropriate to enable the full and proper processing of a submission. Time extension may be based on case complexity, difficulty of gathering

all necessary information within the timelines specified, time required for translation of materials and similar considerations.

(c) The PPM notifies the Requestors, Management and the Client, as applicable, of the extension of a timeline and records it in the PPM registry.

7.4.2. **Acknowledgment of Receipt of a Submission**

(a) Upon receipt of a submission, the PPM acknowledges receipt of the submission to the Requestors (with a copy to any Authorized Representative) and initiates communication directly with the Requestors about the submission. This acknowledgment does not indicate whether a submission meets the eligibility criteria outlined above in Section 6 (*Eligibility of Submissions*).

(b) In its acknowledgment, the PPM outlines for the function selected by the Requestors, the anticipated submission timeline, processing stages, steps for moving between stages, if necessary, and clarifies the mode of maintaining contact and any requirements for confidentiality.

7.4.3. **Request for Confidentiality; Retaliation Assessment**

(a) In its acknowledgement of receipt of the submission, the PPM reminds the Requestors (and in-country Authorized Representative, if applicable) of the option to request confidentiality of information and/or identity if they have not already done so (see Section 10 and **Attachment 3** below for details). The Requestors advise the PPM of their confidentiality requests, if any.

(b) The PPM takes any confidentiality requests into account in its communications with Management, the Client and any other party.

(c) The PPM also initiates a due-diligence review to assess possible risk of retaliation. Thereafter, the PPM makes all reasonable efforts to reduce the risk of retaliation to the Requestors (see Section 10 below on *Confidentiality* and *Retaliation*).

7.4.4. **PPM Requests for Additional Information**

(a) The PPM may ask the Requestors or other parties for more information or clarification to determine submission eligibility. The PPM contacts the Requestors after issuing the acknowledgment of receipt of the submission and explains the additional information required and specifies the Requestors' response time. Such information may include whether the Requestors have raised issues in the submission with the project-level GRM and/or AIIB Management, with the IAM of a cofinancier, or before a court, arbitration tribunal or other dispute resolution mechanism and, if so, PPM will also consider the status of those efforts. Any such information supplied is considered as part of the submission.

7.4.5. **Good-faith Efforts**

(a) The PPM confirms with the Requestors whether they have made good-faith efforts to resolve their issues in accordance with Section 4

(*Resolution of Grievances*) above. If the Requestors approached the Project-level GRM and Management, the PPM determines whether the actions taken by the Requestors constitute good-faith efforts, thereby meeting the eligibility requirement set forth in Section 6.1.8, and whether to continue with its eligibility screening.

(b) If they have not yet approached the Project-level GRM or Management, the PPM considers the reasons provided by the Requestors. In the event the reasons provided are acceptable as described in Section 4, the PPM considers the eligibility requirements set forth in Section 6.1.8 above to have been met.

(c) In the absence of such reasons, the PPM advises the Requestors of the actions to be taken to meet this requirement and a timeline for undertaking these actions. To this end, the PPM normally requests Management to put the Requestors in contact with the Project-level GRM and to follow up on resolution of the issues. In some cases, the PPM may refer the Requestors directly to the Project-level GRM and inform Management, or it may request Management to engage directly with the Client for a resolution of these issues. The PPM encourages the Requestors to consult with the PPM should they encounter difficulties in taking the advised actions and the PPM will provide support and guidance.

(d) If the issues raised by the Requestors are resolved, the PPM closes the case without registering the submission. If the Requestors' issues remain unresolved, and the PPM determines that a reasonable time period has passed and the actions taken by the Requestors constitute good-faith efforts, PPM continues with its eligibility screening.

7.4.6. **Eligibility Determination**

(a) The PPM determines whether the submission meets the eligibility criteria set out above in Section 6.1 (*General Eligibility Criteria Applicable to All Submissions*). If the submission does not indicate a preferred PPM function to be pursued, or if it appears to indicate an inappropriate function, the PPM contacts the Requestors and recommends the most suitable processing option based on submission content, timing and eligibility criteria, taking the Requestor's proposal, if any, into account. If needed, the PPM explains its functions and process to the Requestors. The Requestors' decision as to which process they wish to pursue is, however, final, subject to the submission meeting the applicable requirements of Section 5 (*Time Limits for Filing a Submission*) and Section 6 (*Eligibility of Submissions*).

(b) In its review of the submission's eligibility under Section 6.1 (*General Eligibility Criteria Applicable to All Submissions*), the PPM confirms, among other matters, whether the Requestors have made good-faith efforts to resolve their issues in accordance with Section 4 (*Resolution of Grievances*), taking into account the considerations set forth in Section 7.4.5 (*Good-faith Efforts*). If, during eligibility screening for Early Problem Solving or Dispute Resolution, the issues raised by the Requestors are resolved to their satisfaction, the PPM closes the case in consultation with the Requestors.

(c) If the PPM determines that the submission meets the general eligibility criteria in Section 6.1 (*General Eligibility Criteria Applicable to All Submissions*) above, it proceeds in the manner described below under the Section on the relevant function.

(d) If the PPM determines that the submission does not meet these eligibility criteria, it informs the Requestors and Management of its determination. It also informs the Board of Directors of its determination as part of its periodic reporting. It also discloses these periodic reports.

(e) If the PPM determines that the submission does not meet these eligibility criteria, the PPM endeavors, as appropriate, to direct the Requestors to the appropriate unit within AIIB that can handle the issues raised in the submission. The PPM follows up with the relevant unit in AIIB to facilitate a timely and informed response to the submission. For example, a submission concerning fraud, corruption or other Prohibited Practices is referred to the CEIU Integrity function.

(f) If, during eligibility screening for Dispute Resolution, the issues raised by the Requestors are resolved to their satisfaction, the PPM closes the case in consultation with the Requestors and discloses a summary of the outcome.

(g) If a request for Compliance Review is determined to be ineligible because it has been filed before approval of the Financing, the MD-CEIU, with the consent of the Requestors, forwards the submission to Management and records the referral in the PPM registry. Management considers these submissions during Project preparation and informs the MD-CEIU of how it has addressed these matters, as appropriate.

7.4.7. **Site Visits**

(a) The PPM may, unless the Member in which the Project is located objects, undertake site visits to the Project area at any time after a submission has been filed in order to better understand submission issues. In the absence of such objection, the Client must allow the PPM to conduct such site visits. Site visits may involve meetings with the Client, Requestors, relevant government representatives and other interested parties. The PPM may engage local interpreters and other persons to facilitate meetings and interviews with Project-affected people. AIIB personnel and Client staff and other interested parties may also provide information to support the site visit.

(b) It is expected that Members will allow timely PPM site visits in the spirit of AIIB's partnership with its Members. The PPM seeks AIIB Member concurrence to undertake a site visit to the Project area to facilitate the proper resolution of submissions. The PPM seeks the assistance of AIIB Management and the Board member representing the AIIB Member concerned, as necessary, to obtain any required visas and clearances for site visits by PPM staff, Project-specific task force members and external consultants engaged for this purpose. If a Member rejects a site visit request, the PPM informs the Board of Directors. In such cases, the PPM conducts its review on the basis of the available evidence.

7.5. **Early Problem Solving**

7.5.1. Early Problem Solving can help Management to identify and handle potential issues early, when the issues may be more amenable to resolution. However, these issues can be handled through Dispute Resolution if they turn out to be more complex than originally understood.

7.5.2. Early Problem Solving is designed to be handled as promptly as possible to facilitate the resolution of concerns during Project preparation. Under this procedure, the PPM does not assess whether or not AIIB is in compliance with the ESP.

7.5.3. **Early Problem Solving Procedure.** The procedure for consideration of Early Problem Solving is as follows:

(a) **Eligibility Report and Registration.** If the PPM determines that the submission is eligible for Early Problem Solving, it prepares a brief eligibility report following its acknowledgment of receipt of the submission. It then registers the submission in the PPM registry. It subsequently circulates the report, together with the submission and its acknowledgment of receipt, to the Requestors, Board of Directors and Management. If the PPM determines that the submission does not meet these eligibility criteria, it informs the Requestors and Management of its determination. It also informs the Board of Directors of its determination as part of its periodic reporting.

(b) **Management Response.** Upon receipt of these documents, Management prepares and provides a response to the PPM, with a copy to the Client. The PPM sends Management's response to the Requestors.

(c) **Constructive Dialogue.** The PPM facilitates constructive dialogue between Management, the Client, the Requestors and any other relevant parties to identify solutions to address the concerns raised. This dialogue should be completed before the approval of the Financing.

(d) **Termination of the Process.** The Requestors may terminate the process at any time and submit a request for Dispute Resolution or Compliance Review instead, subject to the submission meeting the applicable requirements of Section 5 (*Time Limits for Filing a Submission*) and Section 6 (*Eligibility of Submissions*).

(e) **Disclosure.** The PPM discloses the submission, the acknowledgment of receipt and the brief eligibility report (or summary of the outcome referred to above in paragraph (a) of this Section 7.5.3, as applicable), taking into account any confidentiality considerations. Following completion or termination of the Early Problem Solving process, the PPM prepares and discloses a summary of the actions taken under this process. It also discloses its periodic reports to the Board.

7.6. **Requests for Dispute Resolution**

7.6.1. The Dispute Resolution process aims to resolve a dispute over measures required of the parties to the dispute to mitigate known potential or actual

material adverse environmental or social impacts that arise during AIIB's due diligence of a Project or during Project implementation. The parties to the dispute typically include the Client and the Requestors but may also involve Management and/or contractors or other parties involved in Project preparation or implementation.

7.6.2. As with Early Problem Solving, under this procedure, the PPM does not assess whether or not AIIB is in compliance with the ESP. The PPM explores with the concerned parties mutually acceptable Dispute Resolution methods and may hire professional dispute-resolution and subject-matter specialists to facilitate the Dispute Resolution process. This process may include consultative dialogue, information sharing, joint fact-finding, creation of a mediation mechanism or other methods. The PPM coordinates and guides the parties during the agreed Dispute Resolution process.

7.6.3. The PPM also facilitates reaching: (a) a time-bound and monitorable dispute resolution agreement or memorandum of understanding between the parties concerned; and (b) arrangements for monitoring its implementation.

7.6.4. **Dispute Resolution Procedure.** The procedure for Dispute Resolution is as follows:

(a) **Eligibility Report and Registration.** If the PPM determines that the submission is eligible for Dispute Resolution, it prepares an eligibility report following its acknowledgment of receipt of the submission. The eligibility report includes the names of the Project, country and Requestors (unless a request for confidentiality has been requested), a brief description of the nature of the submission and the reason for the PPM's determination. It then registers the submission in the PPM registry. It subsequently circulates the report, together with the submission and its acknowledgment of receipt, to the Requestors, Board of Directors and Management.

(b) **Management Response**. Upon receipt of these documents, Management prepares and provides its response to the submission to the PPM and forwards a copy to the Client. The PPM forwards Management's response to the Requestors.

(c) **Consent for Dispute Resolution**. The PPM then seeks the consent of the parties to the dispute to undertake Dispute Resolution. It facilitates reaching an agreement about the approach and methodology as well as the issues to be addressed and timeline for the Dispute Resolution process, and documents the agreed approach, methodology, issues and timeline. The PPM facilitates and documents the agreement after receiving Management's response. If any of the parties does not consent to undertake Dispute Resolution, the PPM terminates the process in accordance with Section 7.6.4 (h).

(d) **Dispute Resolution Agreement**. The PPM aims to facilitate the formulation and signing of a Dispute Resolution agreement. This agreement contains a time-bound, monitorable implementation schedule for specific agreed actions.

(e) **Disclosure**. The PPM discloses the submission, the PPM's acknowledgment of receipt, and the eligibility report (or summary of the outcome referred to above in paragraph (a) of this Section 7.6.4, as applicable), taking into account any confidentiality considerations. If the parties agree to the disclosure of the Dispute Resolution agreement, the PPM discloses it following its signature. If the parties do not agree to its disclosure, the PPM prepares and discloses a summary of the Dispute Resolution process and its outcomes.

(f) **Monitoring of the Dispute Resolution Agreement**. The PPM monitors and reports to the Board of Directors on the implementation of actions agreed in the Dispute Resolution agreement (including for Project scoping or other changes) in accordance with the agreed schedule and publicly discloses these reports following their circulation to the Board of Directors.

(g) **Absence of a Dispute Resolution Agreement**. The PPM encourages the parties to the dispute to reach agreement. However, if the agreement is unlikely to be reached within a reasonable period of time, the PPM may terminate the Dispute Resolution process after consultation with the parties.

(h) **Termination of the Process.** Any party to the dispute may terminate the Dispute Resolution process at any stage in the process. In such a case, or when there are unresolved issues, the Requestors may submit a request for Compliance Review for the unresolved issues, subject to the submission meeting the applicable requirements of Section 5 (*Time Limits for Filing a Submission*) and Section 6 (*Eligibility of Submissions*) for a Compliance Review.

(i) **Summary of the Process in Absence of a Dispute Resolution Agreement.** If no Dispute Resolution agreement is reached, the PPM prepares a summary of the Dispute Resolution process and its outcomes. Following the termination of the process, it circulates the summary to the Board of Directors and publicly discloses it.

7.7. Requests for Compliance Review

7.7.1. Requests for Compliance Review are designed: (a) to investigate allegations by Project-affected people that AIIB has failed to comply with its obligations under the ESP in its environmental and social due diligence of a Project during Project preparation or its oversight of the Project during implementation, thereby causing or being likely to cause material adverse environmental or social impacts on the Project-affected people; and (b) if the allegations are substantiated, to review any action plan proposed by Management to address these impacts. Consequently, unlike Early Problem Solving or Dispute Resolution, under the Compliance Review process, the PPM assesses whether or not AIIB is in compliance with the ESP. The PPM does not investigate other parties, such as the Client. AIIB Management addresses the PPM's findings resulting from its Compliance Review.

7.7.2. Under this procedure, the PPM assesses whether:

(a) The facts alleged are substantiated.

(b) A direct causal link exists between the adverse impact and alleged AIIB noncompliance with the ESP.

(c) The alleged adverse impact is material.

(d) Management has adequately explained its actions pursuant to the ESP.

(e) The actions proposed by Management to resolve the issues raised in the submission are appropriate.

7.7.3. **Compliance Review Procedure.** The procedure for Compliance Review is as follows:

(a) **Registration**. If the PPM determines that the submission meets the general eligibility criteria in Section 6.1 (*General Eligibility Criteria Applicable to All Submissions*) above, it registers the submission in the PPM registry and provides a copy of the submission and its acknowledgement of receipt to Management.

(b) **Management's Response to the Submission**. Management prepares its response to the submission, including: (i) Management's views, if any, as to whether the submission meets the submission's eligibility criteria applicable to Compliance Reviews set out in Section 6.2 (*Additional Eligibility Criteria for Compliance Reviews*); and (ii) any actions taken and/or proposed by Management to address the issues raised in the submission.

(c) **Compliance Review Eligibility and Recommendation**. Following its receipt of Management's response, the PPM determines whether the submission meets the additional eligibility requirements applicable to Compliance Reviews set out in Section 6.2 (*Additional Eligibility Criteria for Compliance Reviews*) and whether to recommend that the Board of Directors approves the commencement of the Compliance Review. This decision is based on information in the submission, Management's response and additional information obtained during site visits, information from the Board Director representing the Member concerned, and information from any local authorities or agencies involved in the Project. At this stage, the PPM does not make any definitive findings on issues of compliance or the adverse impact suffered by the Project-affected People. Any definitive findings are made in the final Compliance Review Report.

(d) If the PPM determines that the submission is eligible for a Compliance Review, it also determines the next steps, which may include: (i) recommending the Board's approval for the Compliance Review or other course of action; (ii) not recommending the Compliance Review; or (iii) other course of action without the Board's approval. The PPM prepares its eligibility report, which includes the names of the Project, country and Requestors (unless a request for confidentiality has been requested), a brief description of the nature of the submission, the PPM's eligibility determination and the reason for the PPM's determination, and the next steps. The PPM circulates the eligibility report, together with the submission and its acknowledgment of receipt, to the Board of Directors and Management.

(e) **Other Course of Action.** The PPM may decide that another course of action in lieu of a Compliance Review is appropriate. In such case, it also decides whether approval by the Board of Directors of such course of action is required.

(f) **Notification to Requestors and the Client**. In cases where the PPM recommends approval by the Board of Directors of a Compliance Review or other course of action, the PPM informs the Requestors of the Board's decision. Management informs the Client of the decision of the Board of Directors. In cases where the PPM decides not to recommend a Compliance Review or other course of action for Board approval, it informs the Requestors and Management upon its submission to the Board of Directors of its eligibility report explaining its decision, and Management informs the Client accordingly.

(g) **Disclosure**. In cases where the PPM recommends Board approval of the commencement of the Compliance Review or other appropriate course of action, it discloses the decision of the Board of Directors, together with the submission, the PPM's acknowledgment of receipt, Management's response to the submission and the PPM's eligibility report, taking into account any confidentiality considerations. In cases where the PPM decides not to recommend a Compliance Review or other course of action for Board approval, it discloses its eligibility report explaining its decision, together with the submission, the PPM's acknowledgment of receipt and Management's response to the submission, taking into account any confidentiality considerations.

(h) **Terms of Reference (TOR)**. If the Board of Directors approves a recommendation to commence the Compliance Review, the PPM prepares a draft TOR for the Compliance Review and seeks comments on them from the Policy and Strategy Committee of the Board of Directors. The PPM considers the comments received and submits the final TOR to the Board of Directors for information. The TOR outlines the Compliance Review's scope and methodology, timeframe, budget, language arrangements, skills and expertise needed. The PPM also discloses the final TOR.

(i) **Project-specific Task Force**. Thereafter, the PPM engages the necessary specialists and forms a Project-specific task force appointed by the MD-CEIU to conduct the Compliance Review. The Head of PPM Secretariat and Complaints Resolution (or such other person as may be designated by the MD-CEIU for the purpose) chairs this task force.

(j) **Compliance Review**. The PPM then initiates the Compliance Review following Board approval. The Requestors, the Client, local authorities and agencies involved in the Project, the Board Director representing the Member concerned, AIIB Management and other AIIB staff are provided with an equal opportunity to be heard during the Compliance Review. After the PPM's fact-finding, each of these parties is given an opportunity to discuss or counter any fact or allegation that may adversely affect them.

(k) **Arbitral or Judicial Proceedings.** If at any point during the Compliance Review the PPM learns of arbitral or judicial proceedings relevant to the

submission, the PPM shall consider their implications on the processing of the submission.

(l) **PPM Draft Compliance Review Report**. Upon completion of the Compliance Review, the PPM prepares, with the assistance of the Project-specific task force, a draft Compliance Review report. The draft Compliance Review report includes findings on the matters noted above in Section 7.7.2.

(m) **Complexity of Assessment**. The Project-specific task force takes the without-project scenario as the base case for comparison, taking into account any available baseline information. Nonaccomplishments and unfulfilled expectations that do not generate a material deterioration compared to the without-project scenario are not considered as a material adverse impact for this purpose. As the assessment of material adverse impact in the context of the complex reality of a specific Project can be difficult, careful judgment on these matters by the Project-specific task force and guidance from the ESP, are required. Issues of causation also require careful attention and exercise of judgment to determine if the impact in question is partially or wholly caused by noncompliance.

(n) **Circulation of the PPM Draft Compliance Review Report and Response**. The PPM circulates the draft Compliance Review report to the Requestors for comments and to Management for a response. Management circulates the draft Compliance Report to the Client for comments. Management prepares its response to the PPM's draft Compliance Review report and seeks comments on it from the Client. Management then updates its response, taking into account comments received.

(o) **Review of the Draft Compliance Review Report in the Absence of Noncompliance.** If the Compliance Review report concludes with no findings of noncompliance, the Client provides its comments on the draft report to Management. Management finalizes and provides its response to the PPM, taking into account comments received. The Requestors provide their comments on the draft Compliance Review report to the PPM.

(p) **Review of Draft Compliance Review Report in the Event of Noncompliance.** If the PPM determines that there has been noncompliance with the ESP, the Client and the Requestors provide their comments on the draft report. The Client provides its comments to Management, and the Requestors provide their comments to the PPM. If the Requestors agree, the PPM shares their comments with Management in order to help inform Management's finalization of its response and its Management Action Plan (see below).

(q) **Management Action Plan (MAP).** If the PPM determines that there has been noncompliance with the ESP, Management updates its response and also prepares and circulates to the Client and Requestors a proposed MAP for comment. The MAP includes clear timebound actions to address findings of noncompliance set out in the PPM's draft Compliance Review report. Management circulates the proposed MAP to the Client and to Requestors through the PPM for comment. Management then

updates the MAP, taking into account comments received, and circulates it to the PPM for comment.

(r) Management seeks the Client's agreement on the elements of the MAP that are within the Client's responsibility and also consults with the PPM in preparing its MAP. Management also seeks (but is not required to reach) agreement with the Requestors on the MAP. Once Management has prepared and circulated the proposed MAP, it provides the Requestors and PPM with an opportunity to comment on the MAP. Management updates its MAP taking into account any comments received and agreement reached and sends its updated Management response, including the updated MAP, to the PPM.

(s) **Final Compliance Review Report**. The PPM, with the assistance of the Project-specific task force, finalizes the Compliance Review report, taking into account Management's response (and MAP, if one is required) and sends it back to Management. The final Compliance Review report includes a summary of how the report has responded to comments and responses received.

(t) **Final MAP**. Management finalizes the MAP (if one is required) to address the findings of noncompliance in the final Compliance Review report. The MAP includes a summary of how Management has taken into account the Compliance Review report and addressed any comments from the Client, the Requestors and the PPM. Management sends its final MAP to the PPM.

(u) **Board Consideration**. The PPM submits to the Board of Directors its final Compliance Review report, attaching Management's response and the final MAP (if one is required). The MAP is subject to the approval of the Board of Directors.

(v) **Circulation and Disclosure**. If the PPM makes no findings of noncompliance, the final Compliance Review report, together with Management's response, is circulated by the PPM to the Requestors and to the Board of Directors for information and by Management to the Client. These documents are then publicly disclosed by the PPM. If the PPM makes findings of noncompliance, the final Compliance Review report, together with Management's response and the Board-approved MAP, is circulated by the PPM to the Requestors and by Management to the Client and is disclosed by the PPM following the Board's decision.

(w) **MAP Monitoring and PPM Review.** Management monitors the implementation of the MAP and submits monitoring reports to the Board of Directors in accordance with timelines specified in the MAP. The PPM reviews Management's monitoring reports and prepares a status report on MAP implementation, at least annually. The PPM's review involves seeking views from Management, the Client and Requestors and considering any information received from the public or other sources. The PPM forwards its draft periodic MAP status reports to the Board of Directors and considers any comments received before finalizing the report. The PPM discloses each report after its circulation to the Board of Directors.

(x) **Independent Verification.** In exceptional cases, the Board of Directors may approve an independent verification by the PPM of the status of implementation of specific measures included in the MAP. In making its determination, the Board of Directors may, among other matters, consider: (i) the complexity and seriousness of adverse impacts for which these measures are included; and (ii) the reputational benefit to AIIB of having an independent verification. The independent verification focuses on the status of the specific measures included in the MAP and the timeline for these measures. The PPM prepares a report on its independent verification, which it circulates to the Requestors, the Client, Management and the Board of Directors, and then discloses it.

8. Effect of a Submission on the Project

8.1. The fact that a submission has been found eligible does not affect ongoing Project preparation or implementation. The review by the PPM of an eligible submission does not prevent Management from addressing the issues raised in that submission directly with the Requestors or the Client. During its review, the PPM may consider actions taken by Management to address issues raised in the submission.

8.2. The PPM informs Management in writing if, during its review of the submission, it identifies that the information about the Project-level GRM or the PPM has not been adequately disclosed or that the Project-level GRM functioning has not been established or that it is ineffective. The MD-CEIU informs the President if action by Management to address these matters has not been taken within sixty (60) Working Days following the PPM's notice to Management, in order to enable the President to work with Management to address such matters. If appropriate action is not taken within thirty (30) Working Days following the PPM's notice to the President, the MD-CEIU informs the Board of Directors of the situation on a confidential basis.

8.3. If, during its review of the submission, the PPM concludes that continued Project preparation or implementation may potentially result in irreversible material adverse impacts that have not been adequately addressed in accordance with the ESP, the PPM informs Management in writing of such possible impacts, together with the reasons for reaching this view. The PPM may also request Management to consider the matter and take appropriate measures to address the situation. In such a case, the MD-CEIU informs the President if appropriate action by Management to address these matters has not been taken within sixty (60) Working Days following the PPM's notice to Management, in order to enable the President to work with Management to address such matters. If appropriate action is not taken within thirty (30) Working Days following the PPM's notice to the President, the MD-CEIU informs the Board of Directors of the situation on a confidential basis.

9. Disclosure

9.1. Disclosure of information by the PPM is carried out in accordance with AIIB's Policy on Public Information. Accordingly, unless a request for confidentiality has been received by the PPM, and subject to any redaction, the following documents relating to submissions are disclosed and updated on the PPM website:

9.1.1. All eligible submissions;

9.1.2. PPM's acknowledgment of receipt of eligible submissions; and

9.1.3. PPM's eligibility report for all submissions.

9.2. The following additional information, as applicable, is disclosed on the PPM website:

9.2.1. **In the case of Early Problem Solving:** A summary of actions taken at the Project level.

9.2.2. **In the case of a Dispute Resolution:** The Dispute Resolution agreement (if the parties agree to disclose the agreement) and PPM's periodic Dispute Resolution agreement monitoring reports, or a summary of the Dispute Resolution process if no Dispute Resolution agreement has been reached or if the parties do not agree to disclose it.

9.2.3. **In the case of a Compliance Review:**

(a) Decision of the Board of Directors on the PPM's recommendation to approve the Compliance Review or other course of action, or the PPM report explaining its decision not to recommend a Compliance Review or another course of action for Board approval;

(b) TOR prepared by the PPM for the Compliance Review;

(c) The final Compliance Review report; Management's response to the Compliance Review report;

(d) MAP approved by the Board of Directors;

(e) MAP monitoring reports;

(f) MAP status reports; and

(g) Independent verification reports.

10. Confidentiality and Retaliation

10.1. Confidentiality

10.1.1. The PPM shall maintain confidentiality upon receipt of a submission, if requested to do so by the Requestors, and shall make all reasonable efforts to safeguard this confidentiality throughout the submission process. Requestors may request confidentiality for a variety of reasons. The request for confidentiality and the reasons for the request are provided with the submission (see Section 7.4.3 above on *Request for Confidentiality*; *Retaliation Assessment*). Confidentiality of identity and other information can help to mitigate risks of retaliatory actions to the Requestors, their families and in-country Authorized Representatives (see Section 10.2 below on *Retaliation*). Confidentiality of proprietary information can also protect the legitimate commercial interests of Clients. Therefore, any of the parties to a submission may request the PPM to keep their identities and other information confidential, including information provided or obtained during submission review. The PPM verifies this information but will not disclose it to other parties, including Management, the Board of Directors or the Client.

10.1.2. If confidentiality becomes an impediment to eligibility assessment or effective resolution of issues raised, the PPM advises the Requestors of these

concerns and seeks to agree with the Requestors on how to proceed. Failing such an agreement, the PPM may terminate the review of the submission.

10.1.3. The PPM advises all PPM personnel and Management advises all other AIIB personnel of their obligations to maintain the requested confidentiality when handling any submissions received. The following measures apply to the sharing of submission-related information:

(a) **Sharing Among PPM Personnel.** The PPM provides detailed guidance to PPM personnel on maintaining confidentiality during the performance of their roles and responsibilities. The PPM ensures that requested confidentiality of the Requestors' identity and other information is protected when copying or forwarding submission-related material within AIIB.

(b) **Sharing Among Other AIIB Personnel.** Management advises all non-PPM AIIB personnel of their obligation to protect the requested confidentiality of Requestor(s) when handling submissions.

(c) **Sharing with Other Financiers.** The PPM makes arrangements with the IAMs of Project cofinanciers to address confidentiality when sharing submission-related information. If a request for confidentiality by a concerned party is made, authorization from the party concerned is required before this information is shared with IAMs of the cofinanciers.

10.1.4. **Public Disclosure.** If a request for confidentiality is made, the PPM discloses information regarding the submission only after it has made the redactions needed to maintain the requested confidentiality.

10.2. **Retaliation**

10.2.1. AIIB recognizes and takes seriously the increasing risk of retaliation to stakeholders who express views regarding the environmental and social risks and impacts of development projects. More details can be found in AIIB's Statement on Retaliation.

10.2.2. Threats and acts of retaliation against people who may interact with the PPM may place those people, their families, any in-country Authorized Representative or others, as well as the effectiveness of the PPM, at risk. These threats and acts of retaliation can come from Project proponents, agencies, Clients, contractors, employees and rival interest groups, including other Project-affected people, among others. They can occur at all stages of the Project cycle, for example, during preparation and delivery of a submission to the Project-level GRM or to the PPM or during PPM site visits and other meetings. In the latter case, threats and acts of retaliation may also affect interviewees and PPM personnel facilitating communications and meetings with Project-affected people.

10.2.3. Neither AIIB nor its PPM is an enforcement mechanism. Consequently, the PPM is unable to physically protect or safeguard people from the possible consequences of engaging in a PPM process or cooperating with PPM personnel. The PPM advises Requestors and any in-country Authorized Representative about its inability to assist with physical protection measures. The PPM also communicates this inability through its outreach, the PPM website and publicity.

10.2.4. Nevertheless, the PPM explores with the Requestors and any in-country Authorized Representative if confidentiality of the identity of the Requestors or the in-country Authorized Representative and other relevant persons and/or any other information would mitigate the risks of retaliation.

10.2.5. The PPM also assesses the risk of retaliation against the Requestors, any in-country Authorized Representative and, if determined by the PPM, other relevant persons in connection with a submission. The PPM conducts due diligence based on a desk review of the risk environment and potential or actual risk of retaliation against any persons filing a submission to the PPM. This review forms a routine part of submission assessment. The PPM collates and endeavors to corroborate information from public sources, AIIB staff, international legal, financial, donor and governance institutions, nongovernmental organizations (NGOs), civil society organizations (CSOs), private-sector organizations, researchers, reporters and the Requestors.

10.2.6. The review becomes a restricted-access report that is stored and protected within the PPM management information system. The first review report is updated as appropriate, and especially if the likelihood of retaliatory risks increases.

10.2.7. If the review identifies a risk of retaliation, the PPM notifies Management and discusses actions that Management may take to mitigate the risks to the Requestors, their families and in-country Authorized Representative. **Attachment 3** provides more information on PPM handling of retaliation risks.

11. Cofinancing

11.1. **Application of a Cofinancier's Environmental and Social Policies.** When cofinancing a Project with other MDBs, bilateral development organizations or development finance institutions, the ESP allows AIIB to apply the environmental and social policies and procedures of such cofinancier if AIIB is satisfied that they are materially consistent with the AIIB ESP (including the Environmental and Social Exclusion List and Environmental and Social Standards) and that appropriate monitoring procedures are in place for the Project. This includes the environmental and social provisions of the policies of MDB cofinanciers governing Results-based Projects and Climate Policy-based Programs.

11.2. **Agreement on Use of Cofinancier's IAM.** If AIIB has agreed with the cofinancier to apply the cofinancier's environmental and social policies and procedures and to rely on the cofinancier's IAM to handle submissions from Project-affected people under the Project, submissions to the PPM are outside PPM's mandate and therefore ineligible for consideration by the PPM, as provided in Section 6.1.6 (*General Eligibility Criteria Applicable to All Submissions*).

11.3. In such a case, the cofinancier's IAM determines whether compliance with the cofinancier's environmental and social policies and procedures has been achieved under the Project and handles submissions under the Project in accordance with its policies and procedures. This is reflected in the PSI for the Project. The PPM coordinates closely with the cofinancier's IAM on the handling of submissions. This may involve undertaking joint site visits (with the agreement of the cofinancier and Client concerned) to better understand the issues presented in the submission. The PPM reports on the outcome of the review of these submissions by the cofinancier's IAM to the Board of Directors.

11.4. **Absence of Agreement on Use of Cofinancier's IAM.** If, for a given Project, AIIB has determined to apply the cofinancier's environmental and social policies and procedures but there is no agreement on the use of the cofinancier's IAM, the PPM considers submissions under the Project on the basis of AIIB's due diligence and monitoring process against the policies and procedures agreed to be applied to the Project. The PPM coordinates closely with the cofinancier's IAM in the handling of these submissions relating to the Project.

11.5. **Management Report on Noncompliance Findings by Cofinancier's IAM**. In cases where AIIB relies on the cofinancier's IAM and the IAM makes a finding of noncompliance, Management prepares and submits to the Board of Directors a report on the implications for AIIB and the opportunities for institutional learning. The PPM may submit comments on this report to the Board.

12. Client Adoption of Development Partner's Environmental and Social Policy

12.1. Under the ESP, if the Client has adopted as part of its own environmental and social management system the environmental and social policies and procedures of another MDB, bilateral development organization, development finance institution or other international organization, AIIB will permit the use of such policies and procedures under a Project, provided that AIIB is satisfied that they are consistent with the Bank's Articles of Agreement and materially consistent with the ESP and that appropriate monitoring procedures are in place for the purpose.

12.2. If a submission is made under a standalone Project for which AIIB has agreed to apply the Client's environmental and social policies and procedures pursuant to the ESP, the PPM considers the submission under the Project on the basis of AIIB's due diligence and monitoring process against the policies and procedures agreed to be applied to the Project.

13. General Provisions

13.1. **Access to AIIB Personnel and Information.** The MD-CEIU has full access to AIIB personnel and files relevant to submissions handled by the PPM, including electronic files, cabinets and other information storage facilities, relevant to submissions received and processed by the PPM. AIIB personnel fully cooperate with the MD-CEIU in enabling this access.

13.2. **Periodic Reporting to the Board.** The PPM submits annual reports to the Board of Directors on the status of submissions, including on the implementation of any MAPs. Its report may reference information with due regard to requested confidentiality of individuals and information. The PPM indicates when publication of information has been restricted to protect confidentiality.

13.3. **Legal Advice.** The General Counsel, as the legal advisor to AIIB, advises MD-CEIU, as needed, on matters related to the PPM, including on the implications of arbitral or judicial proceedings on the processing of submissions under a Compliance Review. In providing legal advice to the PPM, the General Counsel confirms that there is no conflict of interest or, should a conflict of interest arise, adequately manages the conflict so that the PPM can properly discharge its obligations on the basis of independent legal advice. Where the General Counsel determines that, in order to inform his/her advice, the assistance of external counsel is required, the General Counsel appoints the counsel following AIIB's standard procedures for hiring external counsel. If MD-CEIU considers the proposed choice of external counsel to be inimical

to the functioning of the PPM, the General Counsel discusses alternative choices of external counsel with MD-CEIU with the objective of reaching a mutually agreeable solution.

13.4. **Outreach, Training and Learning.** In addition to the PPM's function of handling submissions, it performs outreach, learning and training functions. The outreach function raises awareness about the PPM with Clients and other stakeholders that may be interested in, or affected by, Projects. The training function raises awareness about the PPM with AIIB personnel. Under the learning function, the PPM collaborates with the other IAMs and MDBs and systematically captures and shares lessons learned to enhance effective implementation of the ESP. **Attachment 4** below provides details on such outreach, learning and training functions.

13.5. **Future Review.** Every five years, or when the Board of Directors so decides, the MD-CEIU shall assess the implementation of the PPM Policy and recommend to the Board such review of the Policy as may be considered necessary. The MD-CEIU shall initiate and guide the review. The review shall take into account the views gathered through public consultations, including with Project-affected communities, AIIB's Members, Clients and other stakeholders.

Attachment 1

Sample Submission Form

Date: _____

To:	**Project-affected People's Mechanism (PPM) Secretariat, Complaints-resolution, Evaluation and Integrity Unit (CEIU), AIIB**
Address:	AIIB Headquarters, Tower A, Asia Financial Center, No. 1 Tianchen East Road, Chaoyang District, Beijing 100101, China
Email:	ppm@aiib.org
Phone:	+86-10-8358-0111
Website:	www.aiib.org/ppm

A. Requestor Information

Requestor name(s)*:* _____

_____

_____

_____

B. Contact Information

Postal address: _____

_____

Country:_____ **Postcode**: _____

Telephone: _____ (Country Code + Area code + Number)

Mobile: _____ (Country Code + Area code + Number)

Email: _____

I / We preferred to be contacted by: ☐ Letter ☐ E-mail ☐ Telephone ☐ Mobile

I / We prefer to receive a submission acknowledgment by: ☐ Letter ☐ E-mail

C. Project & C. Location Details

I / We are filing a submission about the AIIB-financed Project named or known to us as:

_____

The Project is located in:

District: _____ **Province**:_____ **Country**:_____

D. Description of Concerns / Issues / Grievances

I / We have been or are likely to be harmed by social or environmental impacts of the Project in the way(s) described below. What you believe the AIIB Project may have done wrong *(if known)?*

_____

_____

I / We think AIIB violated its Environmental and Social Policy in the following way:

_____

_____

I / We have been directly and materially affected by the Project: ☐ Yes ☐ No

E. Prior Efforts to Resolve Concerns / Issues / Grievances

I / We have raised these issues with: ☐Project-level Grievance Redress Mechanism ☐AIIB Management/Project Team ☐Co-financier ☐Domestic Courts ☐Other Mechanisms

If yes, please briefly describe the outcome of these efforts (optional):

_____

F. Type of Request

This letter is a request for one of the following (please select the relevant function):

- ☐ **Early Problem Solving**
- ☐ **Dispute Resolution**
- ☐ **Compliance Review**
- ☐ **Not sure which option to choose**

G. Confidentiality

I / We request PPM to keep our personal information confidential: ☐ Yes ☐ No

If yes, please briefly explain why (optional):

_____

H. Retaliation:

I / We fear risk of retaliation for raising our concerns with PPM: ☐ Yes ☐ No

If yes, please describe who is likely to retaliate against you and why (optional):

_____

I. Authorization (only if you are authorizing someone to file on your behalf)

We authorize _____ (name(s)) to file this submission on our behalf.

_____

(signature(s) or other form of identification)

J. To be filled in by Authorized Representative(s) (if applicable):

I / We _____ (name of person(s)),

if relevant, from _____ (name of organization(s))

have been duly authorized to file this submission on behalf of the person(s) named:

_____

_____

Full postal address: _____

_____

Country: _____**Postcode**: _____

Telephone number: _____(Country Code + Area code + Number)

Mobile: _____ (Country Code + Area code + Number)

Email address(es): _____

I / We can be contacted by: ☐ Letter ☐ E-mail ☐ Telephone ☐ Mobile

I / We prefer to receive a submission acknowledgment by: ☐ Letter ☐ E-mail

I / We request PPM to keep our personal/organizational information confidential: ☐Yes ☐No

If yes, please briefly explain why (optional):

_____

_____

Attachment 2

Indicative Timeframes for Submission Processing

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
1. Initial Steps for Submission				
1.1	Requestors file a submission.			
1.2	PPM acknowledges receipt of the submission.	Following PPM's receipt of the submission.	5	7.4.2(b)
1.3	Requestors may seek confidentiality.	Following PPM's acknowledgment of receipt of the submission.	10	7.4.3(a)
1.4	PPM may seek additional information.	Following PPM's acknowledgment of receipt of the submission.	10	7.4.4(a)
1.5	If PPM refers the submission to Management for resolution of issues, in order to facilitate meeting the prior good-faith efforts requirement, Management engages with Requestors.	Following notice to Management to engage with the Requestors.	45	4.2.2
1.6	If PPM determines that the submission meets the general eligibility criteria, it proceeds to the next steps described under the specific applicable function below.	-	-	-
1.7	If PPM determines that the submission does not meet the general eligibility criteria, it informs Requestors and Management of its determination.	Following PPM's determination.	Promptly	7.4.6(c)
2. Early Problem Solving (EPS)				
2.1	PPM registers the submission, prepares its eligibility report and sends it, together with the submission and its acknowledgment of receipt of the submission to the	Following PPM's determination of eligibility for EPS.	15	7.5.3(a)

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
	Requestors, the Board and Management.			
2.2	PPM discloses the eligible submission, its acknowledgment of receipt of the submission and its eligibility report, taking into account any confidentiality considerations.	Following PPM's circulation of the submission, its acknowledgment and its eligibility report to Requestors, the Board and Management.	5	7.5.3(a)
2.3	Management prepares and provides its response to the submission to PPM with a copy to the Client.	Following receipt of PPM's eligibility report.	15	7.5.3(b)
2.4	PPM sends Management's response to Requestors.	Following receipt of Management's response.	Promptly	7.5.3(b)
2.5	PPM facilitates constructive dialogue between Management, Client, Requestors and other relevant parties.	Following receipt of Management's response.	Dialogue to be completed before Financing is approved.	7.5.3(c)
2.6	PPM prepares and discloses a summary of actions taken.	Following completion or termination of the EPS process.	10	7.5.3(e)
Dispute Resolution (DR)				
3.1	PPM registers the submission, prepares its eligibility report and sends it, together with the submission and its acknowledgment of receipt of the submission to the Requestors, the Board and Management.	Following PPM's determination of eligibility for DR.	25	7.6.4(a)
3.2	PPM discloses the eligible submission, its acknowledgment of receipt of the submission and its eligibility report, taking into account any confidentiality considerations.	Following PPM's preparation of its eligibility report.	10	7.6.4(a)
3.3	Management prepares and provides its response to the eligible submission to PPM with a copy to Client	Following receipt of PPM's eligibility report.	15	7.6.4(b)

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
3.4	PPM sends Management's response to Requestors.	Following receipt of Management's response.	Promptly	7.6.4(b)
3.5	PPM seeks consent of parties for DR, documents agreement of the parties on DR approach, methodology, issues to be addressed and timeline.	Following receipt of Management's response.	30	7.6.4(c)
3.6	PPM facilitates formulation and signature of DR agreement by the parties.	Following documented agreement on DR approach, methodology, issues and timeline.	As per agreement on DR approach, methodology, issues and timeline.	7.6.4(d)
3.7	If the parties agree to disclose the DR agreement, PPM discloses it. If the parties do not agree to disclose the DR agreement, PPM prepares and discloses a summary of the DR process and outcome.	Following signing of the DR agreement.	10	7.6.4(e)
3.8	PPM monitors and reports to the Board on implementation of the DR Agreement.	Following signing of the DR agreement.	As per schedule agreed in DR agreement.	7.6.4(f)
3.9	PPM discloses its monitoring reports on implementation of the DR agreement.	Following circulation of the monitoring report to the Board.	10	7.6.4(f)
3.10	PPM may terminate the DR process after consultation with parties if there is no consent of the parties or if a DR agreement is unlikely.	Following Management's response.	90	7.6.4(g)
3.11	If no DR agreement is reached, PPM prepares and circulates a summary of the DR process and outcome to the Board.	Following termination of the DR process.	10	7.6.4(i)
3.12	If no DR agreement is reached, PPM discloses its summary of the DR process and outcome.	Following circulation of PPM's summary to the Board.	10	7.6.4(i)
4. Compliance Review (CR)				

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
4.1	PPM registers the submission and provides a copy of the submission and acknowledgment of receipt to Management.	Following PPM's acknowledgment of receipt of the submission.	20	7.4.2(a), (b); 7.7.3(a)
4.2	Management prepares and sends to PPM its response to the submission.	Following receipt of the submission.	30	7.7.3(b)
4.3	PPM determines if the submission meets the additional CR eligibility criteria and if so, whether to recommend a CR or whether another course of action is appropriate and whether the other course of action requires Board approval.	Following receipt of Management's response.	30	7.7.3(c)
4.4	If PPM recommends Board approval of CR or of another course of action, it circulates its eligibility report, including its recommendation, together with the submission and acknowledgment of receipt, to the Board; it sends its eligibility report to Management.	Following PPM's determination to recommend Board approval.	Promptly	7.7.3(d)
4.5	PPM informs Requestors of Board's decision, together with PPM's eligibility report. Management notifies Client of the Board's decision.	Following the Board's decision.	5	7.7.3(f)
4.6	If PPM makes no recommendation to the Board, it circulates its eligibility report together with the submission and acknowledgement of receipt to the Board and Requestors and its eligibility report to Management;	Following PPM's submission of its report to the Board.	Promptly	7.7.3(f)

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
	Management so informs Client.			
4.7	In cases where PPM makes a recommendation to the Board, PPM discloses the Board's decision together with the submission, the PPM's acknowledgment of receipt, Management's response to the submission and the PPM's eligibility report. In cases where the PPM decides not to recommend any action for Board approval, PPM discloses its eligibility report explaining its decision, together with the submission, the PPM's acknowledgment of receipt and Management's response to the submission.	Following the Board's decision or submission of the report to the Board.	10	7.7.3(g)
4.8	If the Board approves a CR, PPM prepares draft TOR for the CR and seeks comments from the Policy and Strategy Committee of the Board.	Following the Board's decision.	15	7.7.3(h)
4.9	PPM submits the final TOR to the Board for information and then discloses the final TOR.	Following submission of the final TOR to the Board.	10	7.7.3(h)
4.10	PPM forms a Project-specific Task Force and initiates the CR.	Following the Board's approval of the CR.	30	7.7.3(i) (j)
4.11	PPM prepares and circulates its draft CR report to Requestors for comment and to Management for a response.	Following PPM's commencement of the CR.	60	7.7.3(l); 7.7.3(n)
4.12	Management circulates the draft CR report to Client for comments.	Following receipt of PPM's draft CR report.	Promptly	7.7.3(n)

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
4.13	If the CR report concludes with no findings of noncompliance: i. The Client provides its comments on the draft CR report to Management. Management finalizes and provides its response to PPM. ii. Requestors provide their comments on the draft CR report to PPM.	Following receipt of PPM's draft CR report.	30	7.7.3(o)
4.14	If PPM determines there was noncompliance, Requestors provide their comments on the draft CR report to PPM, and Client provides its comments on the draft CR report to Management.	Following receipt of PPM's draft CR report.	45	7.7.3(p)
4.15	If PPM determines there was noncompliance, Management updates its response and prepares and circulates a draft MAP, first to Client and Requestors (through PPM) for comment and then to PPM for comment.	Following receipt of PPM's draft CR report.	90[4]	7.7.3(q)
4.16	If PPM determines there was noncompliance, Requestors and PPM may provide their comments on draft MAP to Management.	Following circulation of the draft MAP to Requestors and PPM.	15	7.7.3(r)
4.17	If PPM determines there was noncompliance, Management updates	Following deadline for receipt of comments from Requestors and PPM.	30	7.7.3(r)

[4] Management may request the PPM for an extension of the timeline, and the PPM will consider it.

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
	and sends its response and the MAP to PPM.			
4.18	PPM finalizes the CR report, taking into account Management's response (and MAP, if applicable) and sends it to Management.	Following receipt of Management's response (and draft MAP if applicable).	15	7.7.3(s)
4.19	If PPM determines there was noncompliance, Management finalizes the MAP to address findings in PPM's final CR report and sends it to PPM.	Following receipt of PPM's final CR report.	15	7.7.3(t)
4.20	PPM submits the final CR report, Management's response and final MAP (if applicable) to the Board (the MAP is subject to Board approval).	Following receipt of Management's response (and MAP, if applicable).	Promptly	7.7.3(u)
4.21	If PPM concludes with no findings of noncompliance, it circulates the final CR report and Management's response to Requestors and to the Board for information; Management circulates the same to Client.	Following finalization of PPM's CR report.	Promptly	7.7.3(v)
4.22	If PPM concludes with no findings of noncompliance, it discloses the final CR report and Management's response.	Following circulation of final CR to the Board.	10	7.7.3(v)
4.23	If PPM determines there was noncompliance, it circulates the final CR report, together with Management's response and the Board-approved MAP to Requestors; Management circulates the same to Client.	Following the Board's approval of the MAP.	10	7.7.3(v)

Step Number	Steps for Submissions	Trigger for Step	Working Days from Trigger	Rules of Procedure Section
4.24	If PPM determines there was noncompliance, it discloses the final CR report, together with Management's response and the Board-approved MAP.	Following the Board's approval of the MAP.	10	7.7.3(v)
4.25	If PPM determines there was noncompliance, Management monitors and reports to the Board on the MAP.	Once implementation period of the MAP begins.	As per the MAP timelines.	7.7.3(w)
4.26	If PPM determines there was noncompliance, it reviews Management's MAP monitoring reports and prepares and sends a periodic MAP status report to the Board.	Following receipt of Management's MAP monitoring report.	At least annually.	7.7.3(w)
4.27	PPM finalizes and discloses each MAP status report.	Following circulation of the MAP status report to the Board.	10	7.7.3 (w)
4.28	PPM prepares and discloses its independent verification report as applicable.	Following Board approval of the independent verification.	As per Board approval.	7.7.3(x)

Attachment 3

Implementing Retaliation Risk Mitigation Measures

AIIB recognizes and takes seriously the increasing risk of retaliation to stakeholders who express views regarding the environmental and social risks and impacts of development projects. More details can be found in AIIB's Statement on Retaliation.

The PPM incorporates mitigation measures for retaliation risk through five main steps:

1. Risk Identification

1.1. The PPM undertakes due diligence based on a desk review of the risk environment and potential or actual risk of retaliation against the Requestors, in-country Authorized Representative and other persons determined by the PPM to be relevant. This review forms a routine part of submission eligibility assessment. The PPM collates and endeavors to corroborate information from public sources, AIIB staff, international legal, financial, donor and governance institutions, NGOs and CSOs, private sector organizations, researchers, reporters and the Requestors. The review is documented as a restricted access report that is stored and protected within the PPM management information system.

1.2. The first review report is updated as appropriate and especially if the likelihood of retaliatory risks increases. If the review report identifies that retaliation may occur, the MD-CEIU notifies Management and discusses any actions that Management may take to avoid increasing the risk to the safety of the Requestors, in-country Authorized Representative and other relevant persons. The PPM may also decide to forgo a site visit if this provides these persons with greater protection against retaliation or avoids security risks to AIIB staff and consultants involved in the site visit.

2. Implementing Retaliation Mitigation Measures

2.1. Following completion of the due diligence based on a desk review, the PPM works with Management to identify retaliation mitigation measures, if any. Other parties with specific expertise may also be involved in this process, but PPM retains the prerogative to implement the measures it considers necessary and feasible. These measures are specific precautionary actions and contact processes. Such measures may include safer locations, methods, timing and transport for site visits, meetings and other communication; and selection and use of trusted intermediaries, interpreters, information providers, consultants and facilitators, including during Dispute Resolution.

2.2. Persons approaching the PPM may also request confidentiality of their identities or information in accordance with these Rules of Procedure. Free, prior and informed consent will be required before information, digital recordings or images of Requestors can be made public by the PPM.

3. Monitoring Risk of Retaliation

3.1. The PPM has primary responsibility for monitoring, reviewing and updating retaliation risk status and measures, in consultation with the MD-CEIU and Management. Information, identities and findings may be shared on a confidential basis with cofinanciers to enhance the response against retaliation, provided the Requestors and any in-country Authorized Representative has given specific consent. Retaliation risk monitoring requires the risk identification report to be updated and contact

maintained with the Requestors and the in-country Authorized Representative, particularly after site visits or other meetings.

4. Responses to Retaliation

4.1. If PPM monitoring or other information indicates that Retaliation has occurred despite precautionary measures, the PPM endeavors to communicate with the Requestors and in-country Authorized Representative to understand and corroborate the facts. The PPM then presents a retaliation incident report to the President, Management and the Board of Directors. The PPM and Management then attempt to implement any planned response developed with the Requestors and in-country Authorized Representative (where possible).

5. Improving Responses to Retaliation:

5.1. The PPM will work with the Independent Accountability Mechanisms Network, a professional association of IAMs, and other groups to advance the development of approaches to effective reduction and management of retaliation against Project-affected people. This may include developing an incident database and related information exchange measures, including naming of agencies or Clients involved in retaliation. The PPM learning function will also routinely capture and incorporate emerging good practices for mitigating the risks of retaliation.

Attachment 4

PPM Outreach, Learning and Training

In addition to their responsibilities in handling submissions, the PPM conducts regular outreach, learning and training activities to raise awareness of the PPM.

1. PPM Communication and Outreach Approach

1.1. The PPM raises awareness of the PPM with Clients and their agencies, other development or financing partners, and external stakeholders that are interested in, or affected by, AIIB-financed Projects.

1.2. The goal of the PPM's communication and outreach approach is to enhance the PPM's visibility, awareness and impact by delivering clear, inclusive and culturally sensitive communication and outreach efforts to Project-affected communities, AIIB Clients and other relevant stakeholders.

1.3. The PPM undertakes outreach through activities such as:

1.3.1. Publishing PPM user guides, toolkits, checklists, templates, information brochures and other materials in relation to PPM activities and providing downloadable versions through links on the PPM website.
1.3.2. Including links to the PPM website on AIIB's website and working with Management to encourage the Client to develop and maintain a dedicated website for each Project, including a link to the PPM website. Links to the Client's site are made available on the AIIB website.
1.3.3. Disseminating information about the PPM through appropriate governmental and local authorities, NGO, CSO, private sector, research, academic and other appropriate organizations and entities in the countries where AIIB does substantial business.
1.3.4. Conducting online, audio-visual and in-person outreach activities with local communities, government authorities, local, national and international CSO and other stakeholders to increase local awareness and capacities to use the PPM.
1.3.5. Collaborating with other independent accountability mechanisms and multilateral development banks in outreach activities, including those of the Independent Accountability Mechanisms Network.

1.4. The PPM will use modern and innovative information technology and social media platforms and programs, such as mobile applications, to improve outreach in user-friendly, gender-sensitive, interactive and cost-effective ways.

2. PPM Learning and Training

2.1. AIIB is committed to building an institutional culture of continuous AIIB-wide learning and accountability to better serve Clients and Project communities. The PPM contributes to this objective by systematically capturing and sharing learning to enhance effective implementation of the ESP in Projects financed by AIIB. The PPM learning function is well placed to independently identify drivers of positive and adverse Project environmental and social impacts during the review of PPM submissions.

2.2. The PPM seeks opportunities to learn from and with other IAMs and PPM stakeholders, including as part of its outreach and training activities. The PPM also

works with partners within and outside AIIB, as appropriate, to develop and share learning materials.

2.3. The PPM provides interactive PPM training for AIIB staff and consultants in relevant units across AIIB, including in collaboration with AIIB's environmental and social staff. The PPM will also develop practical training materials, interactive tools and guides for use in sequenced PPM e-training and in-person sessions.