



**GREEN  
CLIMATE  
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**Meeting of the Board**

9 – 13 November 2020

Virtual meeting

Provisional agenda item 17(c)

**GCF/B.27/09**

22 October 2020

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# Independent Redress Mechanism Work Plan and Budget for 2021

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## Summary

This document presents the 2021 work plan and budget of the Independent Redress Mechanism (IRM) of the GCF. The IRM is one of the three accountability mechanisms of the GCF and is mandated by its Governing Instrument. This work plan seeks to give effect to the Board decisions concerning the IRM. The work plan has six components as follows:

- (i) Operate the IRM;
- (ii) Address requests for reconsideration of funding decisions and complaints from GCF project affected people;
- (iii) Provide advice;
- (iv) Develop the capacity of grievance redress mechanisms of DAEs; and
- (v) Conduct outreach.

A draft decision is presented in annex I for Board consideration.

## Executive Summary

1. The Independent Redress Mechanism (IRM) is mandated in paragraph 69 of the GCF's Governing Instrument. This paragraph states that "...The mechanism will receive complaints related to the operation of the Fund and will evaluate and make recommendations." The IRM reports directly to the Board and is subject to the decisions of the Board. It is independent of the Secretariat of the GCF. The Board adopted an updated terms of reference (TOR) of the IRM on 25 September 2017 (see document GCF/B.BM-2017/10).
2. The terms of reference specify that the Board will consider and approve the annual work plan and budget of the IRM to be presented by the Head of the IRM. The IRM has developed the work plan for 2021 set out in annex II with a supporting budget for 2021 set out in annex III, and the Board is requested to consider and approve the same. The work plan and budget for 2021 was considered and approved by the Ethics and Audit Committee of the Board on 12 October 2020 as required by the terms of reference of the IRM and has also been considered and approved by the Budget Committee of the Board on 16 October 2020. A draft Board decision is set out in annex I.
3. Summaries of the work of the IRM, together with details of budget utilisation, from January to September 2020 have been provided to the Board in three documents titled "Report on the activities of the Independent Redress Mechanism" dated 18 February 2020 (GCF/B.25/Inf.03), 28 July 2020 (GCF/B.26/Inf.03) and in October 2020 (GCF/B.27/Inf.XX)(publication pending).
4. The work plan in annex II has five key components:
  - (i) Operate the IRM;
  - (ii) Address requests from developing countries for reconsideration of funding decisions and complaints from GCF project affected people;
  - (iii) Provide advice;
  - (iv) Develop the capacity of grievance redress mechanisms of Direct Access Entities (DAEs); and
  - (v) Conduct outreach.
5. The first component of operating the IRM, has five sub-components. They are as follows:
  - (i) **Staff and consultants:** setting out the staffing and consulting resources needed by the IRM to implement the TOR;
  - (ii) **Supporting Operating Procedures (SOPs) for the IRM:** Keeping up to date the internal SOPs based on the TOR and the Procedures and Guidelines (PGs) adopted by the Board;
  - (iii) **Case management system (CMS):** Managing the CMS to process complaints and requests, and gathering and analysing data needed for the IRM to perform its functions well;
  - (iv) **Independent Accountability Mechanisms Network (IAMnet):** continuing as an active member of IAMnet; and
  - (v) **Reports:** developing and issuing reports to the Board, stakeholders and the public as mandated in the TOR and PGs.

## **Annex I: Draft decision of the Board**

The Board, having considered document GCF/B.27/09 titled “Independent Redress Mechanism Work Plan and Budget for 2021”:

Approves the work plan and budget of the Independent Redress Mechanism for 2021 as contained in annex II and III respectively of document GCF/B.27/09 (total budgeted amount of USD 1,395,471).

## Annex II: 2021 Work Plan of the Independent Redress Mechanism

### I. Introduction

#### 1.1 Background

1. The Independent Redress Mechanism (IRM) is mandated in paragraph 69 of the GCF's Governing Instrument. This paragraph states that "(t)he Board will establish an independent redress mechanism that will report to the Board. The mechanism will receive complaints related to the operation of the Fund and will evaluate and make recommendations." The IRM performs a key function within the GCF's accountability mechanisms. The IRM reports directly to the Board and is subject to the decisions of the Board. It is independent of the Secretariat of the GCF. The IRM's mandate is contained in the updated terms of reference adopted by the Board on 25 September 2017 (GCF/B.BM-2017/10).
2. The updated TOR of the IRM tasks the IRM with the following activities:
  - (i) **Reconsideration requests:** Addressing requests from developing countries for reconsideration of Board decisions denying funding to a project or programme;
  - (ii) **Complaints and Grievances:** Addressing complaints and grievances from persons adversely impacted by projects or programmes of the GCF;
  - (iii) **Advisory:** Recommending reconsideration of GCF policies, procedures, guidelines and systems based on lessons learned from cases handled by the IRM and from good international practice; providing guidance to the GCF's readiness and accreditation activities based on best practices;
  - (iv) **Capacity building:** strengthening the capacities of accountability and redress mechanisms of direct access entities; and
  - (v) **Outreach:** Providing education and outreach to increase awareness of its role and work to stakeholders, the public and staff of the GCF.
3. The terms of reference specify that "to ensure the financial independence of the IRM, the Head of the IRM will propose a work plan, and budget for meeting the annual expenses and the Board will consider and approve this work plan and budget." The terms of reference also state that the annual work plan and budget shall be submitted to the Board through the Ethics and Audit Committee (EAC).
4. The IRM developed this work plan and budget for 2021 to give effect to Board decisions and implement the Board approved terms of reference. This work plan and budget was submitted to, and approved by, the EAC on 12 October 2020 (See certificate in Annex IV). Subsequently, the Budget Committee of the Board also considered and approved the work plan and budget for 2021 on 16 October 2020 (See certificate in Annex IV). The Board is requested to consider and approve the same.

#### 1.2 Implementation of the 2020 Work Plan

5. As mandated by the Board in paragraph 6 of the IRM's Terms of Reference (B.BM-2017/10), the IRM has consulted with the Ethics and Audit Committee (EAC) in the implementation of the 2020 work plan, reporting to it on a quarterly basis. Summaries of the work of the IRM from January to September 2020 have been provided to the Board in three documents titled "Report on the activities of the Independent Redress Mechanism" dated 18

February 2020 (GCF/B.25/Inf.03), 28 July 2020 (GCF/B.26/Inf.03), and in October 2020 (GCF/B.27/Inf.XX)(publication pending).

6. The Covid-19 pandemic was a significant disruptive impact on the execution of the original work plan and budget of the IRM for 2020. Planned capacity building and outreach activities under the work program could not be conducted in person due to the pandemic but were quickly and seamlessly transformed and delivered through the adoption of technology-based solutions, virtual workshops and other creative means. The initial curtailment of travel and in person meetings necessary for problem solving and investigations into complaints were also transformed and carried out by the IRM, to the extent possible, through substitute online and virtual means, coupled with the employment of consultants on the ground where travel was otherwise restricted, and other creative solutions. Staff of the IRM had to work remotely from their home countries from the end of February until May. Since May, two staff members have returned to South Korea.

7. Because of the pandemic, the IRM, with feedback from the EAC, re-organised and re-envisioned its capacity building and outreach programs and shifted to conducting them virtually. This necessitated re-thinking and re-designing workshop materials and delivery methods as well as incentivising remote participation. Further innovations had to be adopted to shift some problem solving and investigations to remote and virtual methods as well. The IRM is happy to report that through creative, innovative and technology-based solutions, the IRM has been able to continue implementing the 2020 work program and achieving the goals set by the work plan within the budgets allocated by the Board. That said, three clear consequences must be noted:

- (a) There will be budget underspending at the end of 2020 as a result of the disruptions due to the pandemic which are essentially beyond the IRM's control, though the IRM has, to the best of its ability, mitigated budget under-utilization by adapting and resiliently transforming its work plan delivery, with feedback from the EAC and the budget committee, through virtual and other creative means;
- (b) There will be unexpected and necessary limitations on investigative and problem-solving methods due to the pandemic which are beyond the IRM's control; and
- (c) There will be unexpected staff dislocation and remote working due to the pandemic in 2020 and possibly into 2021.

### 1.3 Work plan and budget

8. The budget for 2021 will allow the IRM to implement the activities set out in this work plan. The budget was developed in consultation with the Chief Financial Officer of the GCF Secretariat, the Ethics and Audit Committee of the Board, and the Budget Committee of the Board. Depending on the complaints and reconsideration requests received by the IRM (which are unpredictable), the budget may need to be supplemented during the year. Both the work plan and budget are based on the assumption that the Covid-19 pandemic will continue at varying levels through 2021. Creative, innovative and technology-based methods have been adopted in the 2021 work plan to ensure that despite the pandemic, the mandate of the IRM can be fulfilled effectively and efficiently within the limitations imposed and challenges presented by the pandemic. The budget is set out in annex III hereof.

### 1.4 Key components of the 2021 Work Plan

9. The work plan is divided into six closely related components. Each component is essential for operating the IRM and ensuring that Board mandated tasks are completed in a

timely and efficient fashion. A draft Board decision is suggested in annex I. The five main components of the work plan are as follows:

- (i) Operate the IRM;
  - (ii) Address requests from developing countries for reconsideration of funding decisions and complaints from GCF project affected people;
  - (iii) Provide advice;
  - (iv) Develop the capacity of grievance redress mechanisms of DAEs; and
  - (v) Conduct outreach.
10. Each of these tasks is explained in more detail below.

## II. Operate the IRM

### 2.1 Staff and consultants

11. The IRM is led by the Head of the IRM. It is now staffed by (1) a Compliance and Dispute Resolution Specialist, and (2) the Registrar and Case Officer of the IRM. The IRM does not have a Team Assistant and administrative tasks are currently carried out by the IRM's staff, its Communications and Events Assistant Consultant, and its interns. The IRM's Communications and Events Assistant Consultant will end his contract in December 2020. Staff time, particularly that of the IRM's Registrar and Case Officer (IS2-level) whose portfolio currently includes implementing and supervising several administrative tasks, would be better utilised on substantive tasks, particularly as the IRM's case load increases. The IRM has accordingly made provision for the hiring of a Team Assistant (AS level) for 2021. The IRM has also included an organogram of its staff compliment for 2021 at the end of the annex to this Work Plan and Budget.

12. In addition to the administrative support needed, and given the shift of the IRM approach to delivering on its mandate on outreach and capacity building from in person meetings to virtual workshops, and the need to use information technology to a greater extent in its work because of the pandemic, the IRM will additionally require a part time communications consultant and other specialised consultancy and professional services for 2021. The part time consultant will primarily support outreach activities, and will act as a key advisor, with special expertise in conducting virtual events and in effective adult learning techniques, to ensure successful communication and uptake of information concerning the IRM's mandate, particularly complaints handling. In addition to this part time consultant, the IRM foresees the need for continued specialised support to effectively discharge its capacity building mandate (see below for more details). The IRM has also identified the need for social media management assistance and has budgeted a small amount for ongoing support in this regard, as well as the need for graphic design support for IRM publications to ensure timely information is published in accordance with the Board approved updated terms of reference and procedures and guidelines of the IRM.

13. The IRM has constituted three rosters of subject experts, translators and mediators on an open competitive basis. There are at present 24 subject experts, 21 mediators and 43 translators on the three IRM rosters. Should the IRM need such services, they may be drawn from the rostered consultants on a financially competitive basis. Because of the pandemic, and continuing travel restrictions, the IRM will need to depend on in-country investigators as well as online education and capacity building experts to assist it with performing its functions in 2021. It is hoped that this will be temporary until the pandemic is over. The IRM will also constitute an educational and capacity building expert list as well as an investigator list which it will use

for limited tenders (where the circumstances justify this, and in accordance with procurement rules). Additionally, the IRM provides an opportunity for four interns through the year to assist in the IRM's work.

## 2.2 Supporting operating procedures (SOPs) for the IRM

14. The IRM has developed and issued 20 modules of supporting operating procedures (SoPs) in early 2020, to guide IRM staff in efficiently and effectively implementing the TOR and the Procedures and Guidelines of the IRM that were adopted by the Board at B.22 in February 2019. The SoPs will continue to be kept up to date in 2021 and will be revised, as appropriate, based on experience in applying them.

## 2.3 Case management system (CMS)

15. The IRM's custom-tailored case management system (CMS) became fully operational in 2020. The CMS allows the IRM to systematically, consistently and timely process complaints and reconsideration requests received by it. Additionally, the CMS is also used by the Independent Units to register and process appeals under the Information Disclosure Policy of the GCF. The CMS is also needed to collect and analyse data related to such complaints and reconsideration requests so that the IRM's capacity building activities for accredited entities and advice to the GCF based on lessons learned are well grounded. The CMS is also used to gather data on cases related to GCF funded projects brought to the grievance redress mechanisms of accredited entities. The CMS needs to be maintained by the software vendor and a budgetary allocation is needed to support the same, along with a budgetary allocation for possible change requests (i.e. changes to the system that are required by the IRM to respond to challenges in discharging its mandate) outside of the scope of the CMS as currently constituted.

## 2.4 Independent Accountability Mechanisms Network

16. With Board approval, the IRM joined the Independent Accountability Mechanisms Network (IAMnet) in February 2017. IAMnet is a community of practice in this area. Twenty independent accountability mechanisms of international financial and development institutions are members of IAMnet, and among them are several independent redress mechanisms of GCF's accredited entities. The IRM will continue to actively participate in IAMnet, including attending its annual meeting and serving on working groups to develop good practices, collaborate on outreach activities, and implement governance reforms. The IAMnet meets in-person once a year for a three-day annual meeting.

## 2.5 Reports

17. The TOR of the IRM requires it to publish an annual report for dissemination to the public. Such a report was published for 2019 in February 2020. A similar report will be published for 2020 in February 2021. Additionally, the TOR envisages periodic activity reports from the IRM to the Board. Furthermore, the GCF is expected to report to the UNFCCC, among other things, about case decisions of the IRM together with action taken by the Board thereon. The IRM will prepare all the aforesaid reports in a timely and appropriate manner. Public reports will be published on the IRM's website and will also be made available through other appropriate means.

### **III. Address Reconsideration Requests and Complaints**

#### **3.1 Requests and Complaints**

18. The IRM's case load is steadily increasing. In 2017 the IRM received one complaint, in 2018 the IRM received one request for reconsideration, in 2019 the IRM did not receive any requests or complaints, but initiated its first self-initiated inquiry, and in 2020 the IRM received three complaints, as at 8 October 2020. Since the IRM developed and launched its CMS in mid-2019, the IRM has also started to track data concerning its pre-cases. A pre-case is a communication from an external party to the IRM that is registered in the CMS as a pre-case and may or may not mature into a complaint. In 2019 the IRM registered three pre-cases, and in 2020 the IRM registered eight pre-cases as at 8 October 2020, three of which matured into complaints.

19. While it is not possible to predict how many complaints or requests will be filed in any given year, for purposes of planning and budgeting, the IRM has estimated the possibility of three cases being filed in 2021.

20. For the reasons set out in paragraph 13 above, the IRM has budgeted for in-country investigators, in addition to the usual budgetary provision made for mediators, subject experts, and translators to support IRM cases.

### **IV. Providing Advice**

21. The IRM is mandated to provide the Board and the GCF Secretariat with advice on changes to policies, procedures, systems etc. of the GCF based on lessons learned either from cases handled by it or from international best practices. The IRM presented to the Board one advisory report in 2020 on the prevention of SEAH in GCF projects or programmes (P&PrSEAH). The Secretariat provided a positive management response to this advisory report. The IRM will prepare, as appropriate, advisory reports in 2021 for presentation to the Board. The IRM also works collaboratively with the other two Independent Units and the Secretariat to provide advice and feedback on a range of policy documents.

### **V. Develop the capacity of grievance redress mechanisms of DAEs**

22. Under the TOR, the IRM is mandated to share best practices and give guidance that can be helpful for strengthening the capacities of the accountability/redress mechanisms of direct access entities (DAEs).

23. In 2020, the IRM is conducting three rounds of three-week-long training workshops in the regions of South and Central America and the Caribbean, Asia and Africa for over sixty participants of key redress mechanism personnel of DAEs using the online learning materials that have been developed. These learning materials have also been uploaded to the GCF Secretariat's online knowledge platform and are available to all accredited entities, and to the public.

24. Building on the 2020 program, in 2021 the IRM will develop specific training for DAEs and AEs in community-corporate mediation that will be added to the current curricula and contents of the IRM trainings. The training materials will be uploaded to the current virtual training and online learning materials platform of the GCF. The current learning modules will also be upgraded or replaced.

25. Aside from having adequate trainings and materials, the IRM will catalyse and facilitate a community of practice in the field of Grievance Redress Mechanisms which will assist the

grievance redress mechanism staff of DAEs and other AEs to improve their skills and exchange knowledge and information on handling complaints from project affected people. The IRM envisages a community where peers can share information and offer support to each other when faced with common challenges and nurture a sense of purpose and belonging. Such a structure will enable the IRM to fulfil its capacity building mandate in a more effective way. In addition to this community being formed and fostered by the IRM, other members of the wider grievance and accountability mechanism community, as well as experts and civil society in relevant fields, will be invited to join and participate in the community of practice. The community of practice, with its own dedicated website, will be facilitated through online virtual and one in-person “kick-start” meeting (Covid-19 permitting). In accordance with advice from the Budget Committee, the IRM has removed the costs of this kick start meeting from this budget, and as further advised by the Budget Committee will make a supplementary request for funds through the Budget Committee to the Board in June/July 2021, if the Covid-19 situation improves sufficiently, to hold such a meeting safely.

26. Additionally, accredited entities are required to bring the existence, accessibility and procedures of the IRM and their own grievance mechanisms to the attention of project affected people and the public in general. However, despite this obligation, the GCF’s Independent Evaluation Unit noted in its recent report on the GCF’s Environmental and Social Safeguards and the Environmental and Social Management System that there is limited awareness of the available grievance mechanisms through the GCF and that “stakeholders were broadly unfamiliar with the procedures of GRMs at all levels – that is, those for the AEs and projects and the GCF’s IRM.”<sup>1</sup> In order to address this problem, the IRM plans to develop an online training course for accredited entities on how to design and implement effective outreach and capacity building programmes.

27. Through conducting the online virtual GRM trainings in 2020, the IRM has also come to realise that there is a need for one-on-one advice, particularly in the setting up of GRMs, that is needed from some of the DAEs. It would not be appropriate for the IRM to provide this level of advice, given that the IRM may at some point in the future be called upon to deal with a complaint in relation to the structure or overall competence of the GRM. The IRM has accordingly budgeted for an external consultant who can be offered to DAEs seeking this expert advice.

28. While the IRM anticipates that Covid-19 restrictions will remain in place throughout 2021, and has accordingly budgeted primarily for online trainings, additional in-person trainings could also be conducted through in-person site visits to DAEs, and the IRM has accordingly budgeted for one such trip, during which an IRM staff member could visit two to three DAEs and provide onsite training to their grievance redress mechanism personnel. In order to limit in-person meetings and travel in 2021, the IRM will also conduct small in-person outreach activities for this region at the same time.

## VI. Conduct Outreach

29. The IRM has developed and is implementing a communications strategy to give effect to its mandate to conduct outreach to key stakeholders. In 2021, the IRM will partly move its traditional in person events outreach approach to a virtual communications approach. Using internet-based communication tools, the IRM will seek to expand its accessibility amongst relevant stakeholders.

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<sup>1</sup> Page 101 of the IEU’s ESS Evaluation, available at: <https://ieu.greenclimate.fund/documents/977793/1474142/ESS+Final+Report+%28English%29/4eed61af-4bbe-2346-f456-6aa5c2b36734>.

30. The implementation of the strategy has budgetary implications. The strategy will help achieve the following TOR mandated tasks systematically and efficiently:

- (a) Share lessons learned from cases that are handled by the IRM;
- (b) Share best practices with the GCF and with direct access accredited entities, as appropriate; and
- (c) Provide outreach and education to relevant stakeholders and the public through workshops and the dissemination of information in user-friendly formats.

31. The IRM plans to host 4 virtual outreach events in 2021 and has also budgeted for one in person outreach trip (to be conducted in parallel to providing capacity building for direct access entities).

## Annex III: Budget for 2021

This work plan and budget was submitted to, and approved by, the EAC on 12 October 2020. Subsequently, the Budget Committee of the Board also considered and approved the work plan and budget for 2021 on 16 October 2020.

The IRMs 2021 budget allocates 61% to staff, 20% to contractual services, 12% to consultants and 7% to travel. Non-contingent costs represent 82% of the budget while contingent costs represent 18%. The IRM has 6 outputs based on its Board approved mandates. Cost allocations for each of these outputs is given in a table and graphic charts below. The IRM has also included an organogram of its staff compliment for 2021 at the end of this annex.

	Cost Category and Sub-Category	2021 Draft	2020 Approved	Change
<b>3.1</b>	<b>Staff and Consultants</b>	<b>1,010,664</b>	<b>896,713</b>	<b>12.7%</b>
3.1.1	Full-Time Staff	845,959	759,893	11.3%
3.1.2	Consultancies	164,705	136,820	20.4%
<b>3.2</b>	<b>Travel</b>	<b>103,153</b>	<b>151,593</b>	<b>-32%</b>
3.2.1	General	40,864	56,433	-27.6%
3.2.2	Travel associated with complaints	62,289	95,160	-34.5%
<b>3.3</b>	<b>Contractual Services (less shared costs' allocation)</b>	<b>203,069</b>	<b>241,932</b>	<b>-16.1%</b>
3.3.1	Professional Services	119,119	45,240	163.3%
3.3.2	Other Operating Costs	83,950	196,692	-57.3%
	<b>Sub-total</b>	<b>1,316,886</b>	<b>1,290,238</b>	<b>2.1%</b>
3.3.3	Shared costs' allocation	78,585	31,000	153.5%
	<b>Grand Total</b>	<b>1,395,471</b>	<b>1,321,238</b>	<b>5.6%</b>

### Notes:

**Staff & Consultants** - This component represents four full time staff members and two full time interns. The IRM is increasing its staff compliment from 3 to 4 full-time staff members in 2021 with the addition of a Team Assistant (local recruitment of an AS level).

**Time Sheet Consultants** - The number of requests and complaints that may be received in 2021 is unpredictable. For the purposes of this budget it has been assumed that the IRM may receive 3 cases in 2021 with a geographical spread in Africa, Latin America and Asia. The basis of the estimate for 2021 is similar to that of the 2020 budget. These costs include hiring of subject experts, mediators and translators. The IRM has also made provision in 2021 for in-country private investigators. In addition to the case related consultants, the IRM has made provision for a part-time consultant to support outreach activities, a social media management consultant, a consultant to advise GRMs of DAEs, a consultant to assist with the design of IRM publications, and for ad hoc translation assistance from consultants.

**Travel** - Travel component includes staff travel and consultant travel. Staff travel includes IRM staff attending one Board meeting to be held outside of Songdo, the annual meeting of IAMnet (which includes a civil society outreach day), case-related travel, internship appointment and repatriation travel, and one trip to meet with GRMs of DAEs and conduct outreach.

**Professional Service** - Professional Services have increased significantly from 2020. Professional services as a line item cover the costs of hiring consultancy firms, and the costs of professional subscriptions. In 2020, the IRM's costs under professional services included: Case Management System (CMS) maintenance fee (which is an annual fee paid to the company that hosts the IRM's CMS), CMS change requests (changes needed to the CMS system), a potential website upgrade, layout and printing costs, and professional subscriptions. In 2021, the IRM's costs under

professional services include: CMS maintenance fee (for which there has been no increase in cost from 2020), CMS change requests (smaller amount budgeted than for 2020), upgrade of the IRM's online learning modules for grievance mechanisms (8,000 USD), the non-recurrent cost of the development of a training video on complex mediation (40,000USD), hiring a consultancy firm to facilitate virtual capacity building events for grievance mechanisms of direct access entities (30,000USD), the production of videos for social media outreach purposes (10,000USD), layout and printing costs (2,500USD), and professional subscriptions (3,619USD). These additional professional services are precipitated by the need to re-envision the capacity building and outreach mandates of the IRM from in-person meetings to virtual delivery, and are costs incurred for the benefit of developing country stakeholders. A significant portion of these costs are one-time non-recurrent costs to develop the needed virtual products such as training videos, upgrades and translations of online learning modules while others such as CMS maintenance fees and support to the grievance redress mechanisms of DAEs will be recurrent costs.

**Other Operating Costs** – Other Operating Costs includes case-related participation costs, personal protective equipment for missions, and Facebook advertisement costs.

**Shared costs' allocation** - The cost allocation to IRM has increased by USD 48K. Of this increase, 31% (USD 15K) relates to additional costs such as Utilities, Insurance and Security that were added as part of a step wise approach to add additional cost elements in the cost allocated to IUs.

27% (USD 13K) of the increase relates to ICT costs due to the change in the staffing level of the IRM and the balance of 42% (USD 20K) relates to increases in the ICT cost mainly due to increased ICT support, additional ICT tools and software and more sophistication in the ICT calculations that allowed determination of usage and allocation of costs more appropriately to the IUs.

**Budget broken down into contingent versus non-contingent costs:**

	<b>Cost Category and Sub-Category</b>	<b>2021 Draft</b>
	<b>NON-CONTINGENT COSTS</b>	
<b>3.1.</b>	<b>Staff and Consultants</b>	<b>909,414</b>
<b>3.2.</b>	<b>Travel</b>	<b>29,663</b>
<b>3.3.</b>	<b>Contractual services (Professional Services and Other Operating Costs)</b>	<b>204,154</b>
	<b>Total non-contingent:</b>	<b>1,143,231</b>
	<b>CONTINGENT COSTS</b>	
<b>3.1.</b>	<b>Staff and Consultants</b>	<b>101,250</b>
3.1.1.	Case-related mediators	27,000
3.1.2.	Case-related subject experts	36,000
3.1.3.	Case-related language consultants	18,000
3.1.4.	Case-related private investigators	5,250
3.1.5.	Consultant to advise GRMs of DAEs	15,000
<b>3.2.</b>	<b>Travel</b>	<b>73,490</b>
3.2.1.	Case-related travel	62,290
3.2.2.	Intern appointment/repatriation travel	11,200
<b>3.3.</b>	<b>Contractual services (Professional Services and Other Operating Costs)</b>	<b>77,500</b>
3.3.1.	IRM staff resignation (termination and staff joining costs)	55,000



	Cost Category and Sub-Category	2021 Draft
3.3.2.	Stakeholder participation costs for cases	22,500
	<b>Total contingent:</b>	<b>252,240</b>
	<b>Total Budget</b>	<b>1,395,471</b>

**Notes:**

Contingent costs are costs which are dependent on factors which are outside of the control of the IRM (i.e. possible future events or conditions arising from presently known or unknown causes). For example, if the IRM does not receive any complaints in 2021, it will not need to hire case-related mediators, subject experts and language consultants, nor will it need to conduct site investigations incurring travel costs. Similarly, if the IRM only receives one complaint (as opposed to the 3 which it has budgeted for) it will only need to spend a third of the costs budgeted for complaints. Other contingent costs are dependent on demand. For example, the IRM has budgeted for 4 interns in 2021, but does not presently know which countries those interns will be coming from. If interns are recruited from within Korea, then there will be no appointment or repatriation travel costs for those interns. Lastly, the IRM has budgeted for a consultant to advise the GRMs of DAEs, but this is dependent on demand from the DAEs for such a service.

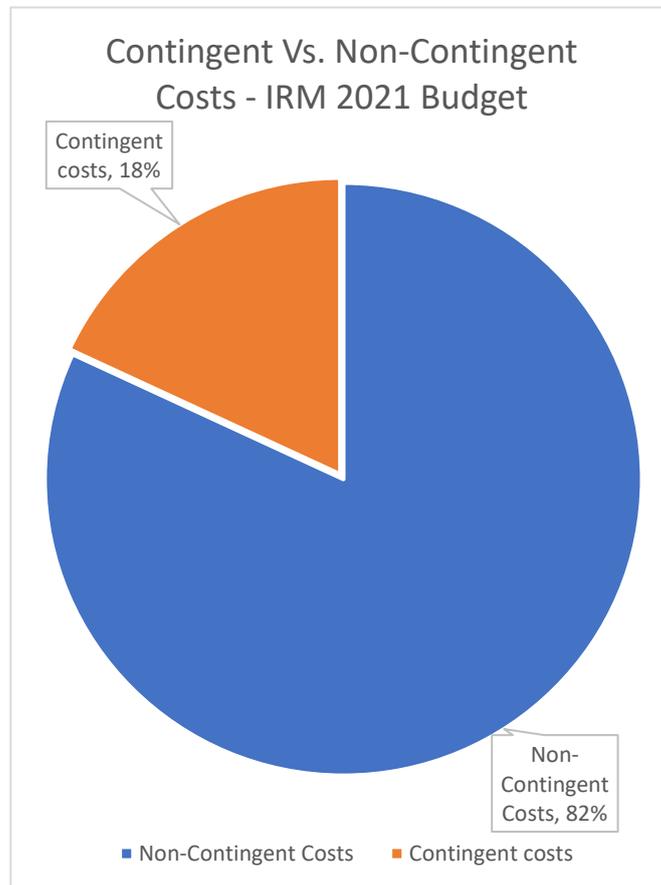
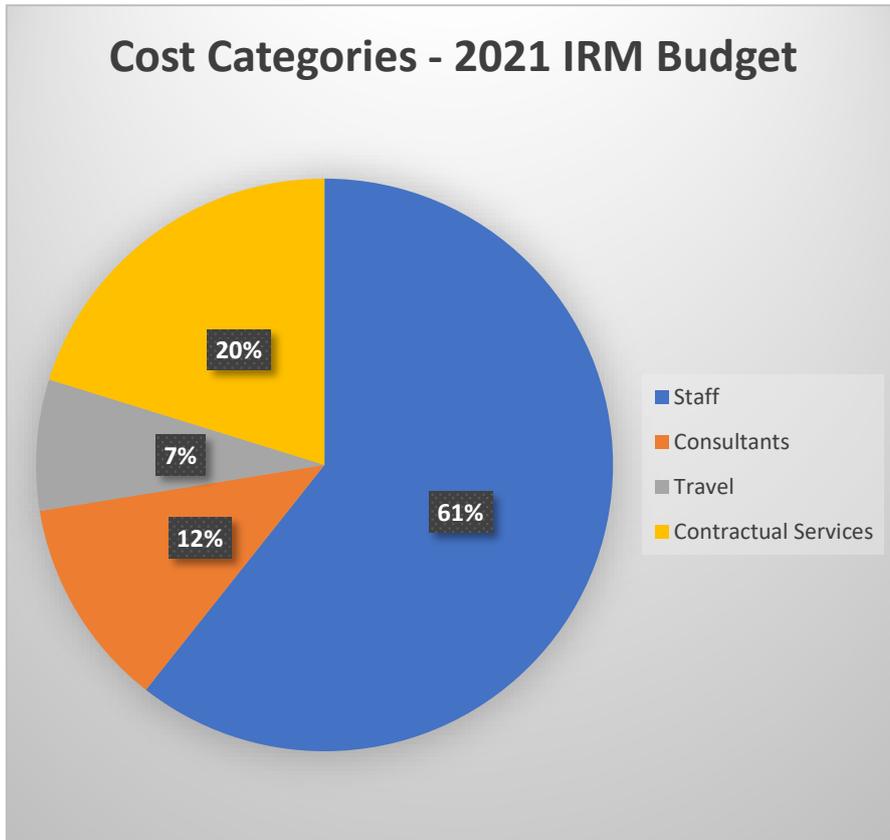
**Output based budget details:**

Output	Output Description/Budget Categories	Total Budget Amount
	<b>01-Addressing requests from developing countries for reconsideration of Board decisions denying funding to a project or programme</b>	
<b>01</b>		<b>188,051</b>
01	Full-time Staff	187,751
01	Consultants	300
01	Travel	-
01	Professional Services	-
01	Other Operating Costs	-
	<b>02-Addressing complaints and grievances from persons adversely impacted by projects or programmes of the GCF</b>	
<b>02</b>		<b>411,886</b>
02	Full-time Staff	211,847
02	Consultants	88,050
02	Travel	62,289
02	Professional Services	25,000
02	Other Operating Costs	24,700
	<b>03-Providing lessons learned and advisory reports to the Board and GCF Secretariat</b>	
<b>03</b>		<b>130,125</b>
03	Full-time Staff	128,325
03	Consultants	1,800
03	Travel	-
03	Professional Services	-
03	Other Operating Costs	-
	<b>04-Strengthening the capacities of accountability and redress mechanisms of direct access entities</b>	
<b>04</b>		<b>267,982</b>
04	Full-time Staff	156,169
04	Consultants	21,220
04	Travel	9,394
04	Professional Services	80,299
04	Other Operating Costs	900



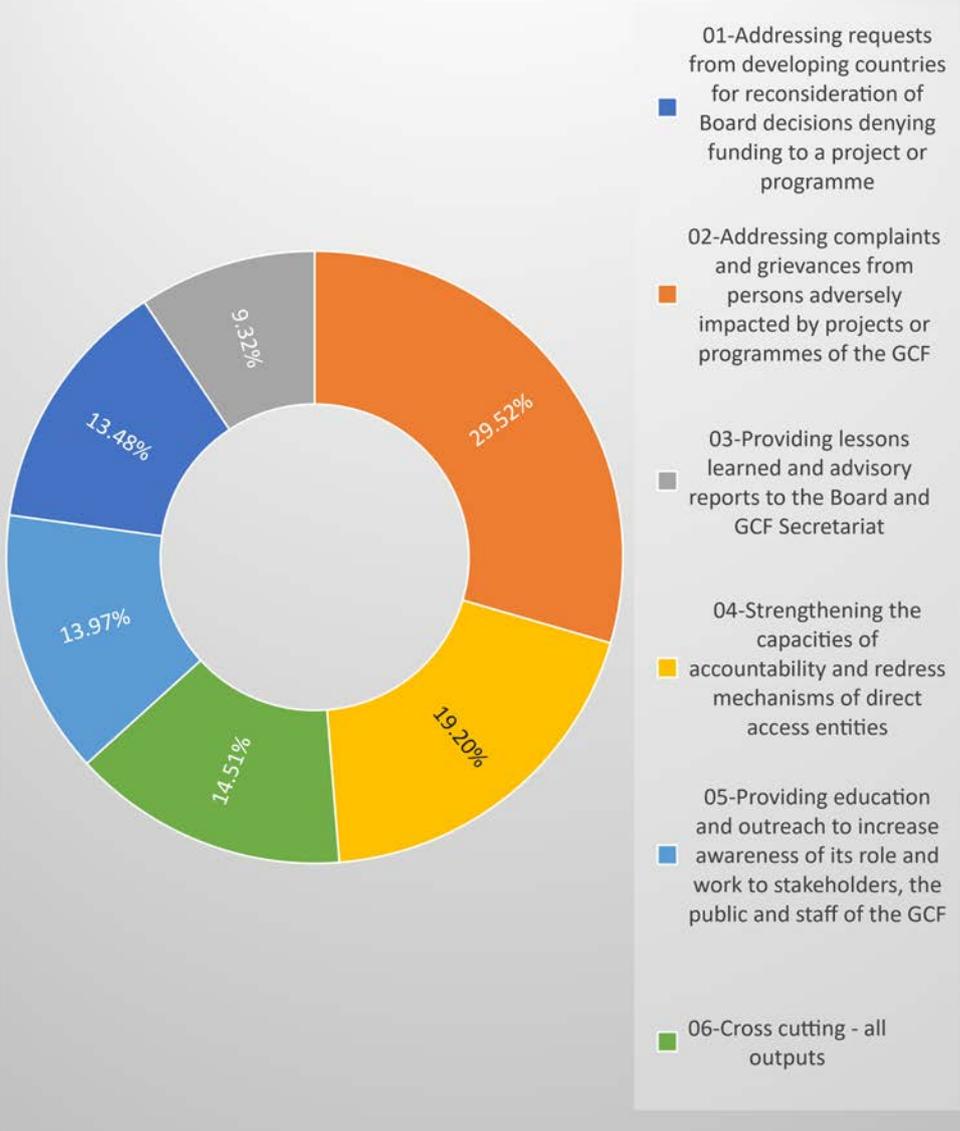
<b>05-Providing education and outreach to increase awareness of its role and work to stakeholders, the public and staff of the GCF</b>		
<b>05</b>		<b>194,937</b>
05	Full-time Staff	161,867
05	Consultants	19,480
05	Travel	-
05	Professional Services	10,240
05	Other Operating Costs	3,350
<b>06</b>	<b>06-Cross cutting - all outputs</b>	<b>202,490</b>
06	Full-time Staff	-
06	Consultants	33,855
06	Travel	31,470
06	Professional Services	3,580
06	Other Operating Costs	133,585
<b>Total</b>		<b>1,395,471</b>

Pie charts for visualization of the 2021 budget:

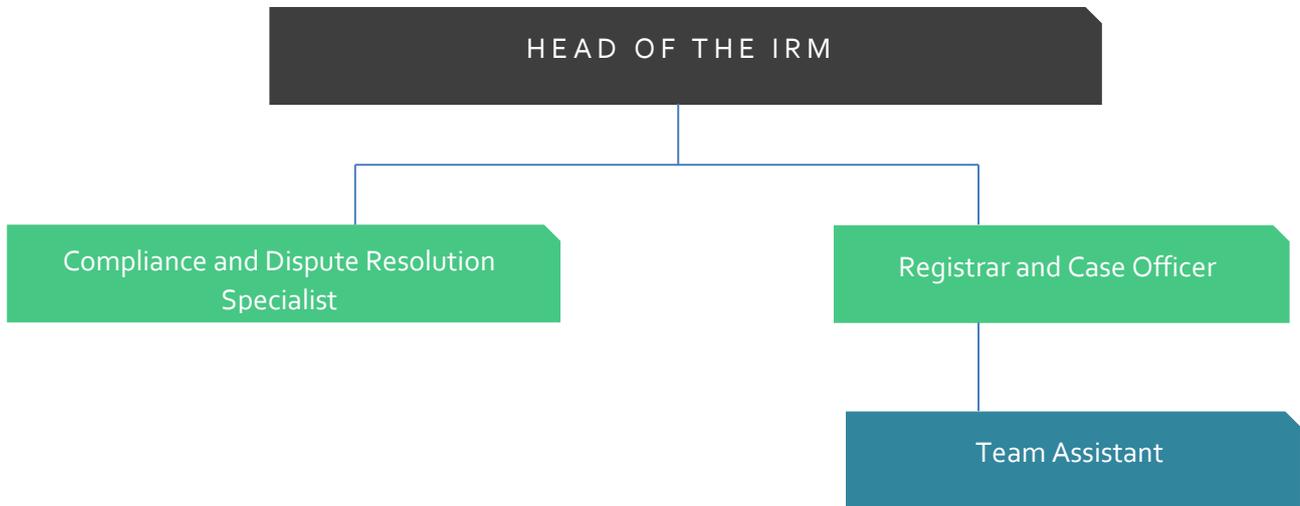




### Output Based Costs - IRM 2021 Budget



## Organogram of the IRM for 2021:



### LEGEND

-  Filled Positions
-  Proposed Recruitments

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## **Annex IV: Certificates from the Chair of the Ethics and Audit Committee and the Chair of the Budget Committee**

### **Certificate of the Chair of the Ethics and Audit Committee**

This is to certify that in accordance with paragraph 6 of the Updated Terms of Reference of the Independent Redress Mechanism (revised) (Decision B.BM-2017/10 of 25 September 2017) the Ethics and Audit Committee of the Board considered and approved the 2021 IRM Work Plan and Budget and submits the same for Board consideration and adoption.



**Stefan Schwager,**  
Chair EAC

12 October 2020

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### **Certificate of the Chair of the Budget Committee**

This is to certify that the Budget Committee of the Board considered and approved the 2021 IRM Work Plan and Budget via written procedure on October 16, and submits the same for Board consideration and adoption.



**José Delgado**  
Chair Budget Committee  
17 October 2020

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