

**GREEN  
CLIMATE  
FUND**

**Meeting of the Board**  
4 – 7 October 2021  
Virtual meeting  
Provisional agenda item 13

**GCF/B.30/10**

**27 September 2021**

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# Independent Redress Mechanism Work Plan and Budget for 2022

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## **Summary**

This document presents the 2022 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 five 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 2022 set out in annex II with a supporting budget for 2022 set out in annex III, and the Board is requested to consider and approve the same. The work plan and budget for 2022 was presented to the Ethics and Audit Committee of the Board and the Budget Committee of the Board on 20 August 2021. A draft Board decision is set out in annex I.
3. Summaries of the work of the IRM, together with details of budget utilization, from January to August 2021, have been provided to the Board in three documents titled "Report on the activities of the Independent Redress Mechanism" dated 19 February 2021 (GCF/B.28/Inf.05), 3 June 2021 (GCF/B.29/Inf.01) and 10 September 2021 (GCF/B.30/Inf.03).
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 six 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 analyzing data needed for the IRM to perform its functions well;
  - (iv) **Independent Accountability Mechanisms Network (IAMnet):** Continuing as an active member of IAMnet;
  - (v) **Reports:** Developing and issuing reports to the Board, stakeholders and the public as mandated in the TOR and PGs; and
  - (vi) **Five year Review of the IRM:** Under paragraph 26 of the Board approved Terms of reference of the IRM, a review of the RM is expected to be conducted under Board authority in 2022. The IRM will support such a review.

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

The Board, having considered document GCF/B.30/10 titled “Independent Redress Mechanism Work Plan and Budget for 2022”:

- (a) Approves the work plan and the administrative budget of the Independent Redress Mechanism for the year 2022 in the amount of USD 1,645,915 as contained in annex II and III respectively of the document GCF/B.30/10; and
- (b) Notes that the Independent Redress Mechanism’s budget is based on curtailed travel expenses due to the evolving situation with regard to the Covid-19 pandemic, and that the Independent Redress Mechanism may need to present a supplementary budget for travel and case related expenses in 2022 for the consideration and approval of the Board.

## Annex II: 2022 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."
4. The IRM developed this work plan and budget for 2022 to give effect to Board decisions and implement the Board approved terms of reference. This work plan and budget was submitted to the Ethics and Audit Committee and the Budget Committee on 20 August 2021. The Board is requested to consider and approve the same.

#### 1.2 Implementation of the 2021 Work Plan

5. In compliance with paragraph 6 of the IRM's Terms of Reference (B.BM-2017/10), the IRM has provided the Ethics and Audit Committee (EAC) with quarterly reports on its 2021 work plan and budget. Summaries of the work of the IRM from January to August 2021 have been provided to the Board in three documents titled "Report on the activities of the Independent Redress Mechanism" dated 19 February 2021 (GCF/B.28/Inf.05), 3 June 2021 (GCF/B.29/Inf.01) and 10 September 2021 (GCF/B.30/Inf.03).
6. The 2021 work plan and budget was developed on the basis that the Covid-19 pandemic was likely to remain active through the year. Planned capacity building and outreach activities under the work program are being delivered through virtual means to the grievance redress mechanism (GRM) personnel of direct access entities (DAEs). Mediation and case also had to be

conducted, for the most part, through virtual means. On rare occasions, the IRM was able to recruit local mediators so that they could meet complainants and other stakeholders in person, with virtual IRM staff participation as an added feature. Outreach activities have also been conducted virtually in webinar formats. While all of these activities delivered virtually have enabled the IRM to reach larger audiences, the absence of in person meetings and communications has hampered the all-important element of “trust building” so crucial to the credibility and success of a grievance and accountability mechanism. The IRM hopes that as GCF staff are vaccinated, travel policies will allow staff to resume mission travel on a risk assessed basis.

7. The IRM is happy to report that through creative, innovative and technology-based solutions, the IRM has been able to continue implementing the 2021 work program and move towards achieving the goals set by the work plan within the budgets allocated by the Board. That said, four clear consequences must be noted:

- (a) There will be budget underspending at the end of 2021, particularly in the contingent budget component of the IRM’s Board approved budget, as a result of the travel disruptions due to the pandemic which are essentially beyond the IRM’s control;
- (b) Funds from one budget line item had to be moved to support the work of the IRM (with notice to the Budget Committee) either because it was advantageous to eliminate individual consultancy costs and consolidate them in a single request for proposals or because estimated costs for consultancy services proved inadequate in the approved 2021 budget;
- (c) There continue to be unexpected and necessary limitations on investigative and problem-solving methods due to the pandemic which are beyond the IRM’s control; and
- (d) There will be unexpected staff dislocation and remote working due to the pandemic in 2021 and possibly into 2022.

### 1.3 Work plan and budget

8. The budget for 2022 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 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 2022 and travel will gradually become possible with adequate safeguards and protections, including vaccinations. Creative, innovative and technology-based methods have been adopted in the 2022 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 2022 Work Plan

9. The work plan is divided into five 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 Independent Redress Mechanism

### 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, (2) the Registrar and Case Officer and (3) a Team Assistant of the IRM. The IRM is requesting an additional staff member to be approved for 2022. The staff member will be a Communications Specialist (IS-2) to undertake outreach activities and communications of the IRM. The IRM has also included an organogram of its staff complement for 2022 at the end of the annex III to this Work Plan and Budget.

12. In addition to the administrative support needed, and given the shift of the IRM's approach to delivering on its mandate on outreach and capacity building through virtual workshops, and the need to use information technology to a greater extent in its work because of the pandemic, the IRM will require a Communications Specialist (IS-2) for 2022. 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." The IRM has deployed its communications strategy through its Compliance and Dispute Resolution Specialist, supported in 2021 by a Communications Consultant and a Social Media Consultant. As part of the work of the Communications Consultant, the IRM's communications needs have been assessed and a recommendation has been made that an IS-2 Communications Specialist be recruited in order to discharge the IRM's communications and outreach function effectively.

13. The Communications Specialist will primarily support outreach activities and will manage the IRM's social media and communications aspects of the website. The Communications Specialist will ensure successful communication and uptake of information concerning the IRM's mandate. In addition to the Communications Specialist, the IRM foresees the need for continued specialized support to effectively discharge its capacity building mandate (see below for more details).

14. The IRM has constituted three rosters of subject experts, translators and mediators on an open competitive basis. There are at present 24 subject experts, 20 mediators and 47 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 2022. It is hoped that this will be temporary until the pandemic is over. Additionally, the IRM provides an opportunity for two interns through the year to assist in the IRM's work.

## 2.2 Supporting operating procedures for the Independent Redress Mechanism

15. The IRM has developed and issued 21 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 2022 and will be revised, as appropriate, based on experience in applying them.

## 2.3 Case management system (CMS)

16. 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 analyze 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

17. 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-two 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 once a year for a three-day annual meeting.

## 2.5 Reports

18. The TOR of the IRM requires it to publish an annual report for dissemination to the public. Such a report was published for 2020 in February 2021. A similar report will be published for 2021 in February 2022. 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.

## 2.6 Five year Review of the Independent Redress Mechanism

19. Under paragraph 26 of the Board approved Terms of Reference of the IRM, a review of the RM is expected to be conducted under Board authority in 2022. The IRM will support such a

review as required by the Board and will prepare and present a Board Paper to facilitate the review.

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

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

20. 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. In 2021, the IRM has received two complaints from project affected people as at the end of August 2021. 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 five pre-cases, and in 2020 the IRM registered ten pre-cases, three of which matured into complaints. In 2021 the IRM has registered six pre-cases up to the end of August 2021, two of which were elevated to IRM cases.

21. 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 2022, as it has done in previous years.

22. For the reasons set out in paragraph 14 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**

23. 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 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**

24. 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). While a significant number of DAEs have their own grievance redress mechanisms (GRMs), many others either do not have a satisfactory GRM or have a GRM that does not meet GCF's interim performance standards and/or environmental and social policies. In the latter cases, the DAE's Accreditation Master Agreements confer exclusive jurisdiction over complaints from project affected people to the IRM, until the DAE establishes a satisfactory GRM. Building the capacity of the GRM's of DAEs is therefore critical for the success of GCF projects.

25. In 2021, the IRM is conducting three rounds of three-week-long training workshops in the regions of Latin America and the Caribbean, Asia and Africa for key redress mechanism personnel of DAEs using the online learning materials that have been developed. These learning materials have been uploaded to the GCF Secretariat's online knowledge platform and are available since 2020 to all accredited entities, and to the public. In 2021, the IRM took steps to upgrade the online learning modules by preparing a French and Spanish version, providing



discussion forums in three languages and enhancing the modules through additional material and audio-visual enhancements. In 2022, given that the IRM would have trained a significant number of DAE personnel, the IRM will, with the assistance of a capacity building consultancy firm, conduct a single three-week-long global virtual capacity building workshop for the remaining DAE personnel.

26. Building on the 2020 program, in 2021, the IRM is developing specific training for DAEs and AEs in community-corporate mediation that will be added to the current curricula and contents of the IRM trainings. New training materials on company-community mediation will be produced and added and uploaded to the current virtual training and online learning materials platform of the GCF and a virtual workshop will be conducted in the fundamentals of company-community mediation. With the assistance of two IRM mediators the IRM will develop training based on case studies. In 2022, the IRM plans to repeat this workshop for DAE personnel with possible enhancements based on learning from the workshop conducted in 2021.

27. Aside from having adequate trainings and materials, the IRM has catalyzed and facilitated a community of practice in the field of Grievance Redress Mechanisms which is assisting 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 is building a community, now known as the Grievance Redress and Accountability Mechanism partnership (GRAM partnership) where peers can share information and offer support to each other when faced with common challenges and nurture a sense of professional purpose and belonging. The GRAM partnership is enabling 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, have been invited to join and participate in the community of practice. In 2022, the community of practice will be facilitated through online and other activities, including the development of good practice notes.

28. In 2021, the IRM, through an independent consultant, is taking steps to provide one-on-one advice, to 8 GRMs of DAEs. This is assistance that DAEs have requested from the IRM, and its provision will ensure that DAEs have well established GRMs that are able to tackle non-complex disputes early and resolve them before they reach the IRM. The IRM has therefore budgeted for the continuation of this service in 2022.

## **VI. Conduct Outreach**

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

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 four virtual outreach events for civil society and potential project-affected persons in 2022.

32. In outreach activities in 2022, the IRM will work with two to five civil society organizations and two mediators to conduct outreach and communication activities.

33. 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, as stated earlier, the GCF's Independent Evaluation Unit has noted 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." The IRM has prepared a new communications strategy in 2021 with the additional Communications Specialist (IS-2) to be recruited in 2022 to ramp up its outreach efforts.

## Annex III: Budget for 2022

This work plan and budget was submitted to the Ethics and Audit Committee and the Budget Committee on 20 August 2021.

The IRM's 2022 budget allocates 66% to staff, 10% to consultants, 4% to travel, and 11% to contractual services, and 9% to shared costs' allocation. Non-demand-driven costs represent 91% of the budget while demand-driven costs represent 9%. The IRM has 6 outputs based on its Board approved mandates. Cost allocation for each of these outputs is given in a table and graphic charts below. The IRM has also included an organogram of its staff complement for 2022 at the end of this annex.

	Cost Category and Sub-Category	2022 Draft (USD)	2021 Approved (USD)	Change (USD)	Change (%)
<b>3.1</b>	<b>Staff and Consultants</b>	<b>1,256,335</b>	<b>1,010,664</b>	<b>245,671</b>	<b>24.3</b>
3.1.1	Full-Time Staff	1,095,945	845,959	249,986	29.6
3.1.2	Consultancies	160,390	164,705	-4,315	-2.6
<b>3.2</b>	<b>Travel</b>	<b>61,560</b>	<b>103,153</b>	<b>-41,593</b>	<b>-40.3</b>
<b>3.3</b>	<b>Contractual Services</b>	<b>177,551</b>	<b>203,069</b>	<b>-25,518</b>	<b>-12.6</b>
3.3.1	Professional Services	147,651	119,119	28,532	24
3.3.2	Other Operating Costs	29,900	83,950	-54,050	-64.4
	<b>Sub-total</b>	<b>1,495,446</b>	<b>1,316,886</b>	<b>178,560</b>	<b>13.6</b>
<b>3.4</b>	<b>Shared costs' allocation</b>	<b>150,469</b>	<b>78,585</b>	<b>71,884</b>	<b>91.5</b>
	<b>Grand Total</b>	<b>1,645,915</b>	<b>1,395,471</b>	<b>250,444</b>	<b>18</b>

### Notes:

**Staff** – This component represents five full time staff members.

**Consultants** – The number of requests and complaints that may be received in 2022 is unpredictable. For the purposes of this budget, it has been assumed that the IRM may receive three cases in 2022 with a geographical spread in Africa, Latin America and Asia. The basis of the estimate for 2022 is similar to that of the 2021 budget. These costs include hiring of subject experts, mediators and translators. The IRM has also made provision in 2022 for in-country private investigators. In addition to the case related consultants, the IRM has made provision for mediators to provide outreach and capacity building support, and ad hoc translation assistance from consultants. This component includes one intern.

**Travel** – Travel component includes staff travel and consultant travel. Staff travel includes one staff attending the annual meeting of IAMnet (which includes a civil society outreach day), two staff traveling to COP 27, case-related travel and internship appointment.

**Professional Service** – Professional services as a line item cover the costs of hiring consultancy firms, and the costs of professional subscriptions. In 2022, the IRM's costs under professional services include: CMS maintenance fee , CMS change requests, which is equal to the previous year, hiring a consultancy firm to facilitate the virtual capacity building event for and provide expert advice to grievance mechanisms of direct access entities, covering the costs of 5 CSOs to help implement the communication strategy of the IRM, providing training for the IRM staff, the production of videos for social media outreach purposes, the production of additional materials on company-community mediation to be added to the existing ones, delivering a training for 18 participants in community-company mediation, layout and printing costs, and professional subscriptions. These professional services are costs incurred for the benefit of developing country stakeholders.

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



**Shared costs' allocation** - The cost allocation to the IRM has increased by 71,884USD. Of this increase, 5.5% (3,927USD) 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. 46.8% (33,657USD) of the increase 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. Partly the above costs have also increased due to the addition of one staff (i.e. 25% growth in personnel) in the IRM. The shared costs include the proportionate costs (34,300USD) of two dedicated staff members (IS-3 and IS-2) within the Secretariat that would assist the Independent Units in human resources and procurement matters.

**Budget broken down into demand-driven versus non-demand-driven costs:**

	Cost Category and Sub-Category	2022 Draft
	<b>NON-DEMAND-DRIVEN COSTS</b>	
3.1.	<b>Staff and Consultants</b>	<b>1,170,085</b>
3.2.	<b>Travel</b>	<b>16,230</b>
3.3.	<b>Contractual services (Professional Services and Other Operating Costs)</b>	<b>305,520</b>
	<b>Total non-demand-driven:</b>	<b>1,491,835</b>
	<b>DEMAND-DRIVEN COSTS</b>	
3.1.	<b>Staff and Consultants</b>	<b>86,250</b>
3.1.1.	Case-related and other mediators	27,000
3.1.2.	Case-related and other subject experts	36,000
3.1.3.	Case-related and other language consultants	18,000
3.1.4.	Case-related private investigators	5,250
3.2.	<b>Travel</b>	<b>45,330</b>
3.2.1.	Case-related and other travel	42,530
3.2.2.	Intern appointment/repatriation travel	2,800
3.3.	<b>Contractual services (Professional Services and Other Operating Costs)</b>	<b>22,500</b>
3.3.2.	Stakeholder participation costs for cases	22,500
	<b>Total demand-driven:</b>	<b>154,080</b>
	<b>Total Budget</b>	<b>1,645,915</b>

**Notes:**

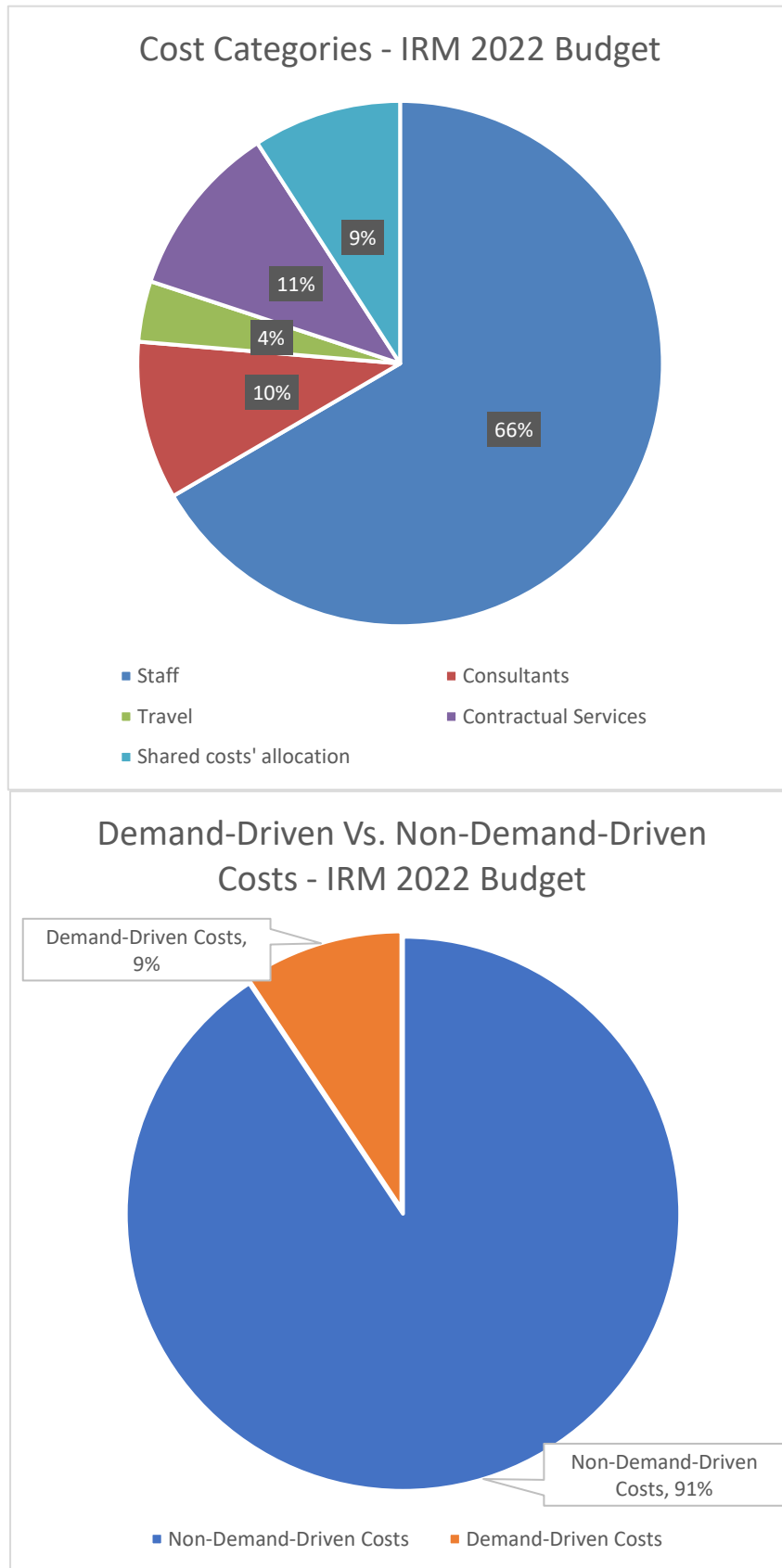
Demand-driven costs are costs which are dependent on demand for IRM services and factors which are outside of the control of the IRM (i.e. possible future events or conditions arising from presently known or unknown causes). For example, if the IRM does not receive any complaints in 2022, it will not 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 some of the costs budgeted for complaints. For example, the IRM has budgeted for 2 interns in 2022, but does not presently know which countries those interns will be coming from or if travel restriction will permit them to come to Songdo.



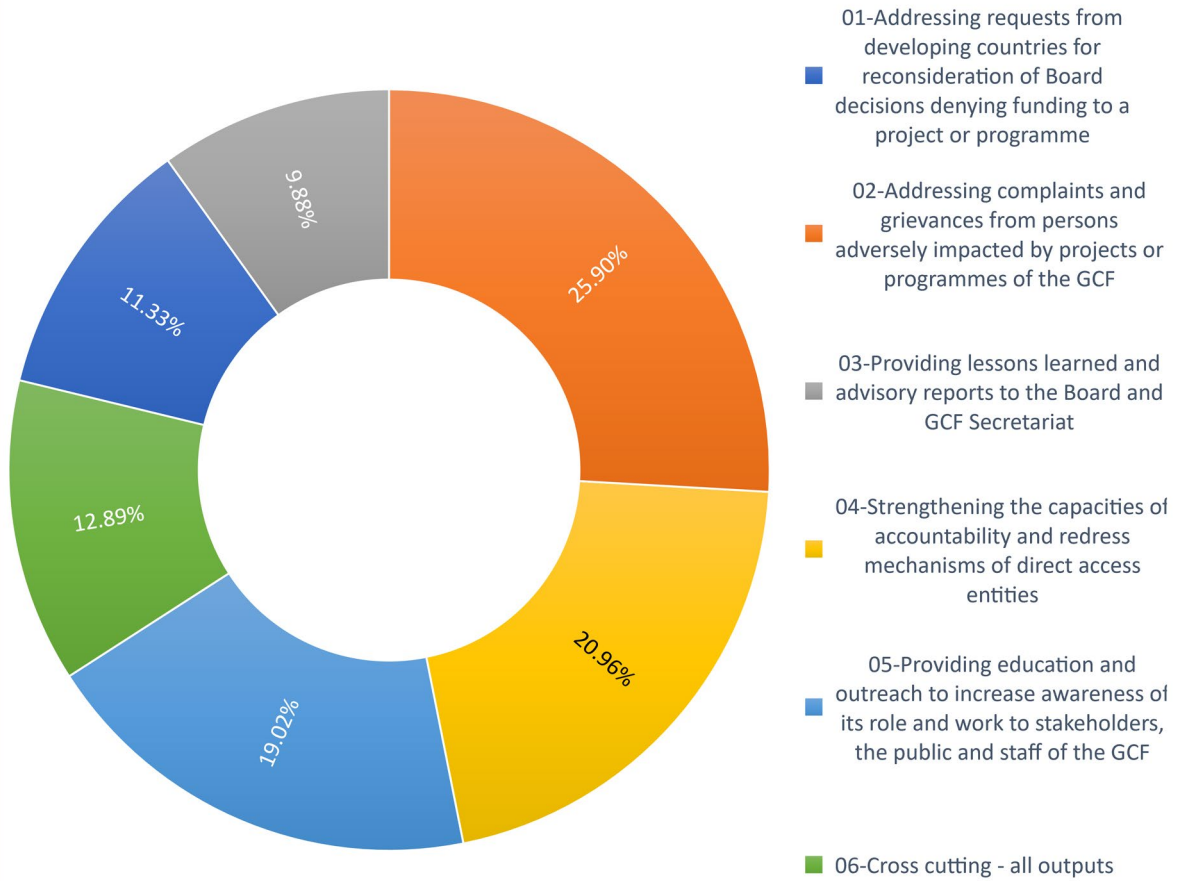
**Output based budget details:**

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>186,535</b>
01	Full-time Staff	185,335
01	Consultants	1,200
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>426,371</b>
02	Full-time Staff	282,491
02	Consultants	52,950
02	Travel	42,530
02	Professional Services	25,000
02	Other Operating Costs	23,400
	<b>03-Providing lessons learned and advisory reports to the Board and GCF Secretariat</b>	
<b>03</b>		<b>162,647</b>
03	Full-time Staff	149,297
03	Consultants	13,350
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>345,030</b>
04	Full-time Staff	233,531
04	Consultants	33,200
04	Travel	-
04	Professional Services	78,299
04	Other Operating Costs	-
	<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>313,113</b>
05	Full-time Staff	245,291
05	Consultants	39,650
05	Travel	-
05	Professional Services	25,372
05	Other Operating Costs	2,800
<b>06</b>	<b>06-Cross cutting - all outputs</b>	<b>212,219</b>
06	Full-time Staff	-
06	Consultants	20,040
06	Travel	19,030
06	Professional Services	18,980
06	Other Operating Costs	154,169
<b>Total</b>		<b>1,645,915</b>

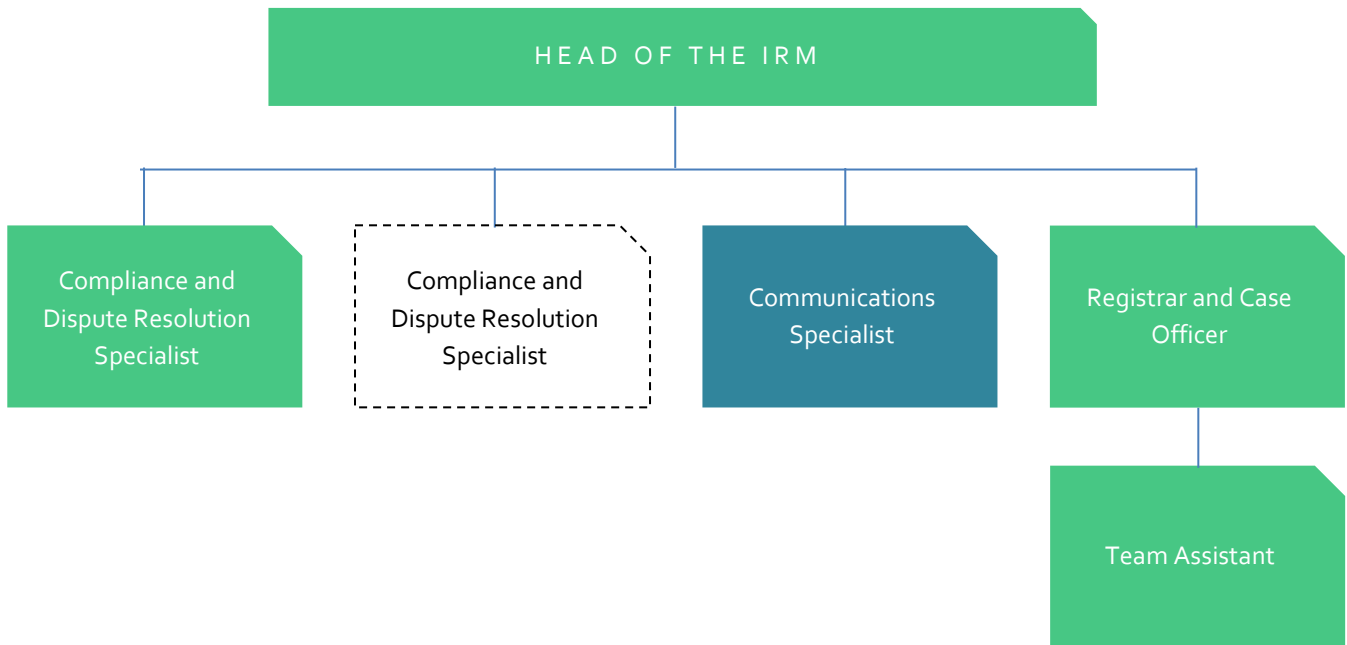
**Pie charts for visualization of the 2022 budget:**






## Output Based Costs - IRM 2022 Budget



## Organogram of the IRM for 2022:



### LEGEND

-  Filled Positions
-  Proposed Recruitment in 2022
-  Planned Future Recruitment 2023 onwards