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# Independent Redress Mechanism Work Plan and Budget for 2023

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## **Summary**

This document presents the 2023 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 2023 set out in annex II with a supporting budget for 2023 set out in annex III, and the Board is requested to consider and approve the same. The work plan and budget for 2023 was presented to the Ethics and Audit Committee of the Board and the Budget Committee of the Board on 25 August 2022. 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 August 2022, have been provided to the Board in four documents titled "Report on the activities of the Independent Redress Mechanism" dated 11 March 2022 (GCF/B.31/Inf.05), 25 April 2022 (GCF/B.32/Inf.04), 24 June 2022 (GCF/B.33/Inf.03) and 27 September 2022 (GCF/B.34/Inf.12).
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 analysing 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 IRM is expected to be conducted under Board authority in 2023. The IRM will support such a review as needed.

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

The Board, having considered document GCF/B.34/20/Rev.01 titled “Independent Redress Mechanism Work Plan and Budget for 2023”:

- (a) Approves the work plan and the administrative budget of the Independent Redress Mechanism for the year 2023 in the amount of USD 1,805,501 as contained in annex II and III respectively of the document GCF/B.34/20/Rev.01; and
- (b) Notes that on the basis of cases filed, the IRM may need to present a supplementary budget for travel and case related expenses in 2023 for the consideration and approval of the Board.

## Annex II: 2023 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 (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 2023 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 25 August 2022. The Board is requested to consider and approve the same.

#### 1.2 Implementation of the 2022 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 2022 work plan, reporting to it on a quarterly basis. Summaries of the work of the IRM from January to August 2022 have been provided to the Board in three documents titled "Report on the activities of the Independent Redress Mechanism" dated 11 March 2022 (GCF/B.31/Inf.05), 25 April 2022 (GCF/B.32/Inf.04), 24 June 2022 (GCF/B.33/Inf.03) and 27 September 2022 (GCF/B.34/Inf.12).

6. While the 2022 work plan and budget was developed on the basis that the Covid-19 pandemic was likely to remain active through the year, the partial easing of the pandemic restrictions has allowed for limited in-person activities, such as case-related mission travel. The IRM's capacity building and outreach activities under the work programme have been delivered through virtual means to the grievance redress mechanism (GRM) personnel of direct access entities (DAEs) and to civil society representatives, respectively. Mediation and investigations were conducted partly in person and partly virtually. The IRM was also able to travel to Central America as part of the case handling of C-0006-Nicaragua. While all these activities delivered virtually have enabled the IRM to reach larger audiences, the absence of in-person outreach meetings and communications has hampered the all-important element of "trust building," which is crucial to the credibility and success of a grievance and accountability mechanism. With the continuous decline in Covid-19 restrictions, the IRM hopes to continue to use virtual webinars and look for opportunities to engage with its stakeholders in person, particularly in settings where the use of good quality technology is still limited. All mission travel will be planned on a risk-assessed basis in keeping with safety and security policies applicable at the GCF.

7. The IRM is pleased to report that through creative, innovative and technology-based solutions, the IRM has been able to continue implementing its 2022 work programme and move toward achieving the goals set by the work plan within the budgets allocated by the Board. That said, two clear consequences must be noted:

- (a) There will be budget underspending at the end of 2022, particularly in the demand-driven budget component of the IRM's Board approved budget, as a result of the number of complaints that required case-related travel or consultant services.
- (b) To some extent, depending on the circumstances on the ground, there were unexpected limitations on investigative and problem-solving methods due to the pandemic which were beyond the IRM's control.

### 1.3 Work plan and budget

8. The budget for 2023 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 2023 and travel will be possible with adequate safeguards and protections, including vaccinations. Creative, innovative and technology-based methods have been adopted in the 2023 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 2023 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) a Registrar and Case Officer, (3) a Communications Associate and (4) an Executive Assistant. The IRM is requesting two additional staff members to be approved for 2023. The staff members will be a Senior Dispute Resolution Specialist (IS-6) and a Mediation Case Officer (IS-1). The IRM has also included an organogram of its reorganised staff complement for 2023 at the end of the annex to this Work Plan and Budget.

12. The IRM is requesting an additional Senior Dispute Resolution Specialist, and the emphasis of this new position will be on leading compliance investigations. The IRM has identified a trend of increasing caseload; the number of cases and pre-cases is growing compared to previous years. This trend will likely deepen, given the expanding GCF portfolio and the increased disbursement level of already approved projects and programmes. With the departure of the IRM Head, the current staff of the IRM does not have the required capacity to lead investigations of IRM cases. To distinguish the new post from the work that is required around mediation of cases, the current Compliance and Dispute Resolution Specialist position will be re-titled as "Dispute Resolution Specialist (Mediation)" and this staff member will focus on mediation. Leading both the mediation and the compliance investigations of cases requires staff at the highest technical grades, and therefore for year 2023 the IRM is requesting to have one of the two dispute resolution specialists at an IS6 level. As for the additional dispute resolution specialist, starting at a level of an IS-4, it is expected that the position will reach the IS-6 grade in the nearest future as permitted by the Green Climate Fund HR rules.

13. Additionally, there has to be a separation of the mediation and the compliance functions, while at the same time, both functions will report to the IRM Head. Up to now, the compliance function was performed by the Head of the IRM as this was his specialisation. Under the Procedures and Guidelines of the IRM, the expectation is that the mediation and compliance functions be performed by separate staff and that a firewall should exist between them. Both the mediation and compliance functions need to be run independently in order to ensure impartial and unbiased handling of cases. Adding a new Senior Dispute Resolution Specialist (Compliance) and re-titling the existing Compliance and Dispute Resolution Specialist as a "Dispute Resolution Specialist (Mediation)" will allow for a structure where the IRM Head will provide oversight to both functions but not lead either of them, thus allowing both functions to be able to report on their cases to the IRM Head without restrictions.

14. The IRM is also requesting a Mediation Case Officer (IS-1) to support the mediation function of the IRM as well as its capacity building function. The handling of mediation cases and the capacity building of the IRM requires significant background research and logistical support. As indicated above, the IRM foresees a continuing increase in cases. In the past few years, there has already been an increase in pre-cases and the IRM anticipates an increasing number of cases and pre-cases as the number of GCF projects and programmes increases. With this new addition

to the IRM, both the mediation and the compliance function will be formed by a senior-level specialist and a case officer.

15. The IRM has constituted two panels of subject experts and mediators on an open competitive basis. There are at present 27 subject experts and 23 mediators on the two IRM panels. Should the IRM need such services, they may be drawn from the panels on a financially competitive basis. Additionally, the IRM provides an opportunity for four interns throughout the year to assist in the IRM's work.

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

16. The IRM 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 2023 and will be revised, as appropriate, based on experience in applying them. The Procedures and Guidelines of the IRM will be reviewed as part of the Five-Year review of the IRM and may require to be updated in 2023.

## 2.3 Case management system (CMS)

17. 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 Media Monitoring Software

18. Under Paragraph 71 of the Procedures and Guidelines, the IRM may decide on the basis of *prima facie* evidence to initiate proceedings in the form of a grievance or complaint. The IRM's decision to initiate proceedings is based on the fulfilment of specific criteria, including a situation wherein the IRM receives information from a credible source that a GCF funded project or programme is causing harm to project affected people and could pose a significant reputational risk to the GCF. To carry out this function, the IRM, on a weekly basis, monitors online news reports, social media and other third-party sources for information relevant to this mandate.

19. The IRM has been using, with no additional cost, a service used by the GCF Secretariat to carry out this media monitoring function. This has created several limitations in the IRM's ability to regularly monitor, track and analyse leads. For example, the IRM is unable to run more than one search at a time, severely restricting the capacity of staff to quickly process and analyse data. As more GCF projects enter disbursement, the IRM anticipates an increase in the generation of leads, leading to an increase in staff time and resources pertaining to this function.



Therefore, the IRM proposes an addition to the budget to procure the services of industry standard media monitoring software.

## 2.5 Independent Accountability Mechanisms Network

20. 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.

## 2.6 Reports

21. The TOR of the IRM requires it to publish an annual report for dissemination to the public. Such a report was published for 2021 in February 2022. A similar report will be published for 2022 in February 2023. 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.

## 2.7 Five-year Review of the IRM

22. Under paragraph 26 of the Board approved Terms of Reference of the IRM, a review of the IRM is expected to be conducted under Board authority in 2023. 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

23. 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. In 2020, the IRM received three complaints and in 2021, the IRM received two complaints. In 2022, as of the end of August, the IRM has received one complaint from project-affected people. As of August 2022, the IRM is concurrently handling three cases, each at various stages. 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 registered seven pre-cases, two of which were elevated to IRM cases. By August 2022, the IRM has registered four pre-cases, one of which matured into a complaint.



24. While it is impossible to predict how many complaints or requests will be filed in any given year, for planning and budgeting purposes, the IRM has estimated the possibility of three cases being handled in 2023.

25. For the reasons set out in paragraph 15 above, the IRM has budgeted for mediators, subject experts, and translators to support IRM cases.

#### **IV. Providing Advice**

26. 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**

27. 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 GRMs of DAEs is therefore critical for the success of GCF projects.

28. In 2022, the IRM conducted a global three-week-long training workshop for key redress mechanism personnel of DAEs using the online learning materials that have been developed. 65 participants representing 29 DAEs were registered for the training, and 34 participants representing 16 DAEs successfully completed the training in 2022. These learning materials were uploaded to the GCF's online learning platform and have been available since 2020 to all accredited entities and the public. In 2022, the IRM took steps to upgrade the online learning modules based on the feedback received from participants in past editions, and also to improve the modules through additional material and audio-visual enhancements. In 2023, the IRM will again conduct a three-week virtual capacity-building workshop for DAE personnel based in Asia and the Pacific and Latin America and the Caribbean.

29. Building on the 2022 programme, in 2023, the IRM is developing specific training for DAEs and AEs in company-community 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 to the current virtual training and online learning materials platform of the GCF and a virtual workshop will be conducted on the fundamentals of company-community mediation. In 2023, the IRM plans to repeat this workshop for DAE personnel with possible enhancements based on learnings from the workshops conducted in 2021 and 2022.

30. As for DAE personnel from African countries, in 2022, only two participants completed the training on the design, operations, and roles of Grievance Redress Mechanisms. Our experience from past editions of the training is that personnel from African countries' DAEs, in some cases, might face increased technical barriers when participating in virtual-only training. Therefore, in 2023, the IRM capacity-building part of the work plan seeks to dedicate special efforts to shape its activities to the needs of DAEs of African countries. To this end, for this particular group, the IRM will merge its workshops on company-community mediation and on

setting up and operating a grievance redress mechanism into a single in-person workshop. This in-person workshop will last 5 days, will take place in an African country and will be offered to representatives of the GRMs of DAEs of African countries.

31. Aside from having adequate trainings and materials, the IRM has catalysed 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 2023, the community of practice will be facilitated through online and other activities, including the development of good practice notes.

32. In 2022, the IRM, through an independent consultant, is taking steps to provide one-on-one specialised advice to 5 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 2023.

## VI. Conduct Outreach

33. In 2022, the IRM implemented its third communications strategy to give effect to its mandate to conduct outreach to key stakeholders. In 2022, the IRM continued its virtual approach to outreach efforts. Using internet-based communication tools, the IRM has sought to expand its accessibility amongst relevant stakeholders.

34. 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 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.

35. In 2023, the IRM plans to host four outreach events for civil society and potential project-affected persons. Three of the outreach events will be virtual. Depending on the evolution of COVID-19, one in-person outreach event may be scheduled in Africa.

36. In 2023, the IRM will also work with several civil society organisations to further expand outreach and communication activities.

37. 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, 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 will continue to implement its communications strategy to increase its awareness.

## Annex III: Budget for 2023

This work plan and budget was submitted to the Ethics and Audit Committee and the Budget Committee on 25 August 2022.

The IRM's 2023 budget allocates 64% to staff, 7% to consultants, 7% to travel, 12% to contractual services, and 10% to shared costs' allocation. Non-demand-driven costs represent 90% of the budget while demand-driven costs represent 10%. The IRM has 6 outputs based on its Board approved mandates. Cost allocation for each of these outputs is given in the table and graphic charts below. The IRM has also included an organogram of its staff complement for 2023 at the end of this annex.

	Cost Category and Sub-Category	2023 Draft (USD)	2022 Approved (USD)	Change (USD)	Change (%)
<b>3.1</b>	<b>Staff and Consultants</b>	<b>1,285,195</b>	<b>1,256,335</b>	<b>28,860</b>	<b>2.3</b>
3.1.1	Full-Time Staff	1,155,419	1,095,945	59,474	5.4
3.1.2	Consultancies	129,776	160,390	-30,614	-19.1
<b>3.2</b>	<b>Travel</b>	<b>124,125</b>	<b>61,560</b>	<b>62,565</b>	<b>101.6</b>
<b>3.3</b>	<b>Contractual Services</b>	<b>217,399</b>	<b>177,551</b>	<b>39,848</b>	<b>22.4</b>
3.3.1	Professional Services	149,099	147,651	1,448	1.0
3.3.2	Other Operating Costs	68,300	29,900	38,400	128.4
	<b>Sub-total</b>	<b>1,626,719</b>	<b>1,495,446</b>	<b>131,273</b>	<b>8.8</b>
<b>3.4</b>	<b>Shared costs' allocation</b>	<b>178,782</b>	<b>150,469</b>	<b>28,313</b>	<b>18.8</b>
3.4.1	ICT cost sharing	106,865	97,471	9,394	9.6
3.4.2	Utilities cost sharing	26,686	18,698	7,988	42.7
3.4.3	HR/Procurement cost sharing	45,231	34,300	10,931	31.9
	<b>Grand Total</b>	<b>1,805,501</b>	<b>1,645,915</b>	<b>159,586</b>	<b>9.7</b>

### Notes:

**Staff** – This component represents seven full time staff members. Two new staff will be onboarded in the third quarter of 2023.

**Consultants** – The number of requests and complaints that may be received in 2023 is unpredictable. For the purposes of this budget, it has been assumed that the IRM may handle three cases in 2023 with a geographical spread in Africa, Latin America and Asia. The basis of the estimate for 2023 is similar to that of the 2022 budget. These costs include the hiring of subject experts and mediators. In addition to the case related consultants, the IRM has made provision for consultants to provide capacity building training to GRMs of DAEs. This component includes four interns.

**Travel** – Travel component includes staff travel and consultant travel. Staff travel includes two staff attending the annual meeting of IAMnet (which includes a civil society outreach day), two staff travelling to COP28, case-related travel and internship appointments. It also includes staff travel to the in-person capacity building and outreach event in Africa and two Board meetings.

**Professional Service** – Professional services as a line item cover the costs of hiring consultancy firms and the costs of professional subscriptions. In 2023, the IRM's costs under professional services include: CMS maintenance fee, media monitoring tool, stakeholder management tool, CMS change requests, which is equal to the previous year, hiring a consultancy firm to facilitate the virtual mediation training for grievance mechanisms of direct access entities, covering the costs of multiple CSOs to help implement the communication strategy of the IRM, providing

training for IRM staff, layout and printing costs, and professional subscriptions. These professional services are costs incurred for the benefit of developing country stakeholders. It also includes a new interpretation/translation agency.

**Other Operating Costs** – Other Operating Costs include case-related participation costs, LinkedIn advertisement costs, one in-person capacity building event and one in-person outreach event in Africa. It also includes costs for an offsite IRM retreat.

**Shared costs' allocation** – The cost allocation to the IRM has increased by 18.8% (28,313USD) compared to the 2022 budget. Utilities, Insurance and Security costs increased by 42.7% (7,988USD), and ICT costs increased by 9.6% (9,394USD). The above costs have increased partly due to the addition of two staff (i.e. 40% growth in personnel) in the IRM. The shared costs include the proportionate costs (10,931USD) 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	2023 Draft
	<b>NON-DEMAND-DRIVEN COSTS</b>	
3.1.	<b>Staff and Consultants</b>	<b>1,222,195</b>
3.2.	<b>Travel</b>	<b>47,175</b>
3.3.	<b>Contractual services (Professional Services and Other Operating Costs)</b>	<b>354,781</b>
	<b>Total non-demand-driven:</b>	<b>1,624,151</b>
	<b>DEMAND-DRIVEN COSTS</b>	
3.1.	<b>Staff and Consultants</b>	<b>63,000</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	
3.2.	<b>Travel</b>	<b>76,950</b>
3.2.1.	Case-related travel	76,950
3.3.	<b>Contractual services (Professional Services and Other Operating Costs)</b>	<b>41,400</b>
3.3.1.	Stakeholder participation costs for cases	23,400
3.3.2.	Case-related language agency	18,000
	<b>Total demand-driven:</b>	<b>181,350</b>
	<b>Total Budget</b>	<b>1,805,501</b>

**Notes:**

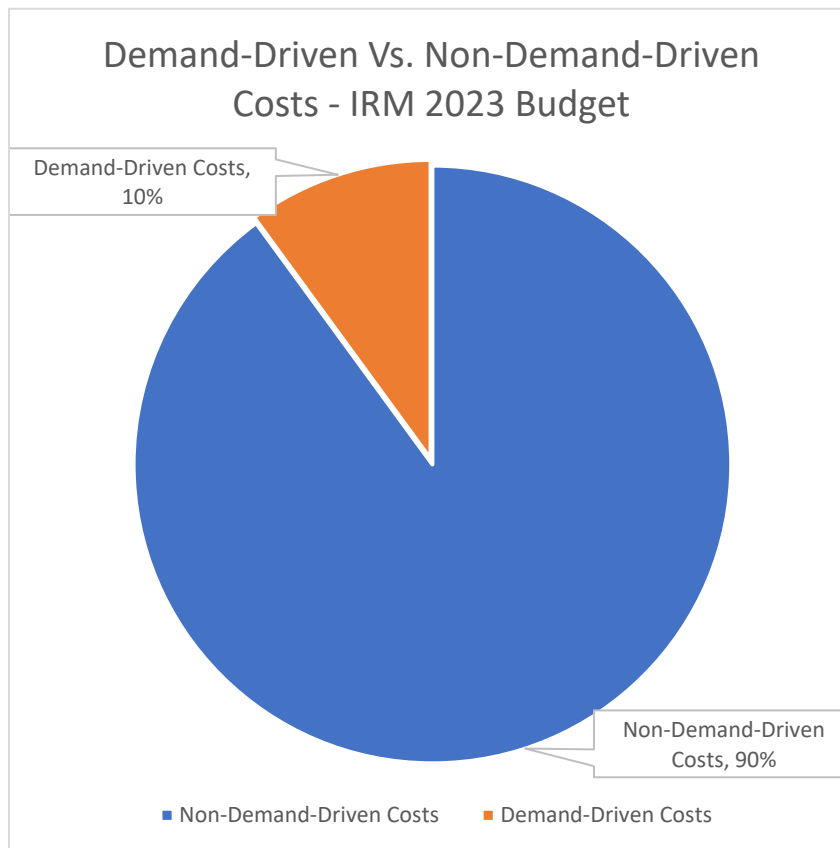
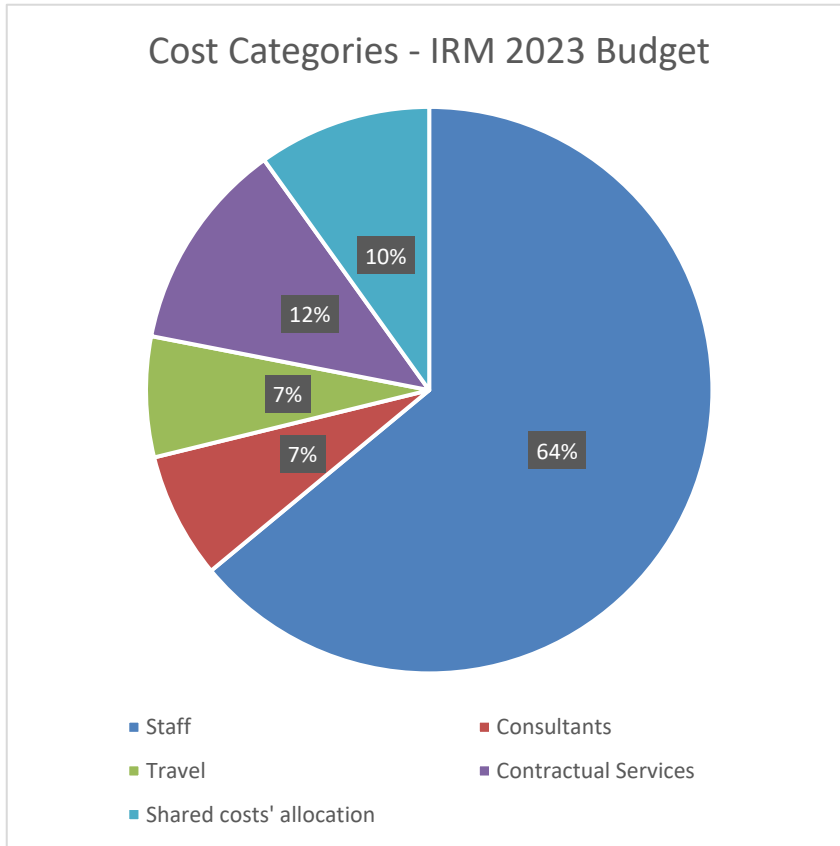
Demand-driven costs are costs that are dependent on demand for IRM services and factors that are outside of the control of the IRM (i.e. possible future events or conditions arising from presently known or unknown causes). For example, if the IRM does not receive any complaints in 2023, it will not need to hire case-related mediators, subject experts and language agency 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.



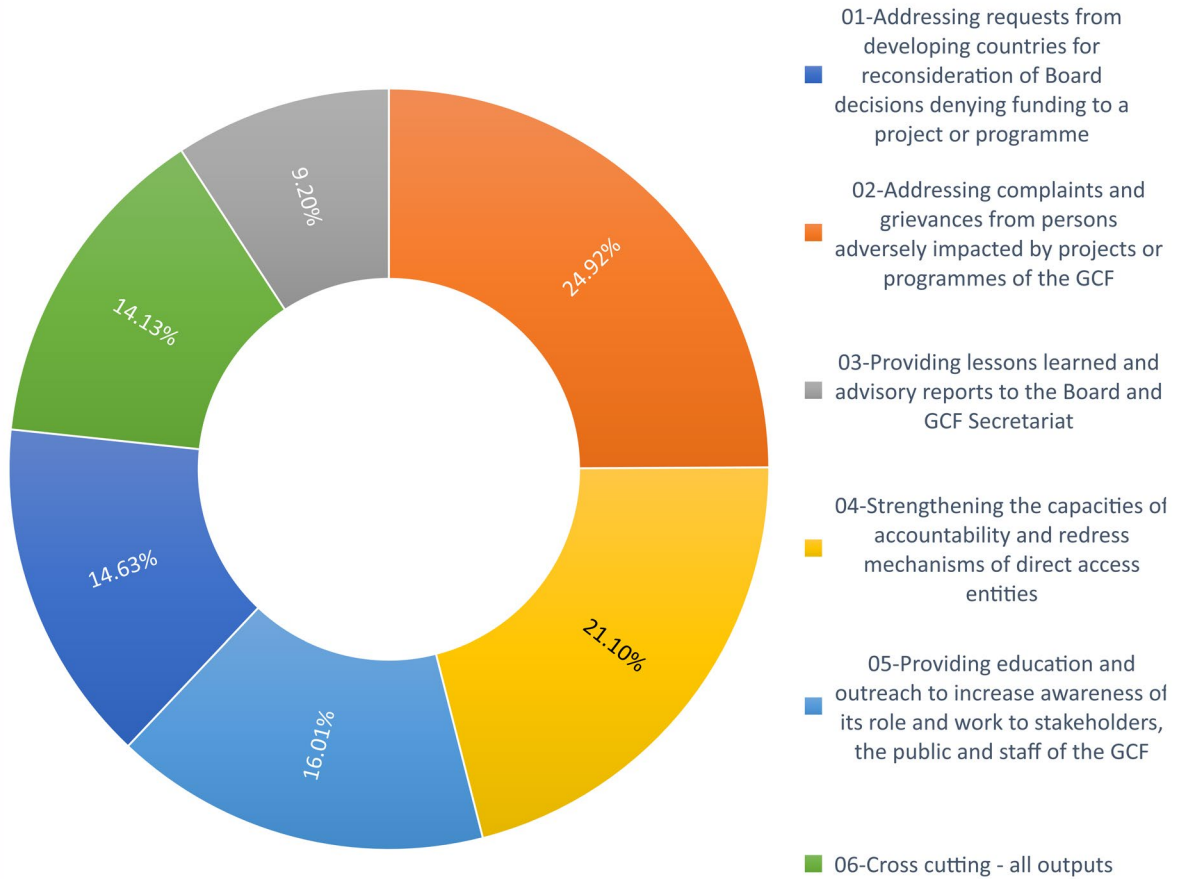
**Output based budget details:**

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>224,680</b>
01	Full-time Staff	193,180
01	Consultants	31,500
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>497,753</b>
02	Full-time Staff	333,953
02	Consultants	9,450
02	Travel	76,950
02	Professional Services	54,000
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>167,910</b>
03	Full-time Staff	158,460
03	Consultants	9,450
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>339,722</b>
04	Full-time Staff	244,603
04	Consultants	47,600
04	Travel	5,220
04	Professional Services	22,299
04	Other Operating Costs	20,000
	<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>308,664</b>
05	Full-time Staff	225,224
05	Consultants	-
05	Travel	5,220
05	Professional Services	56,220
05	Other Operating Costs	22,000
	<b>06-Cross cutting – all outputs</b>	
<b>06</b>		<b>266,773</b>
06	Full-time Staff	-
06	Consultants	31,776
06	Travel	36,735
06	Professional Services	16,580
06	Other Operating Costs	181,682
<b>Total</b>		<b>1,805,501</b>

**Pie charts for visualization of the 2023 budget:**

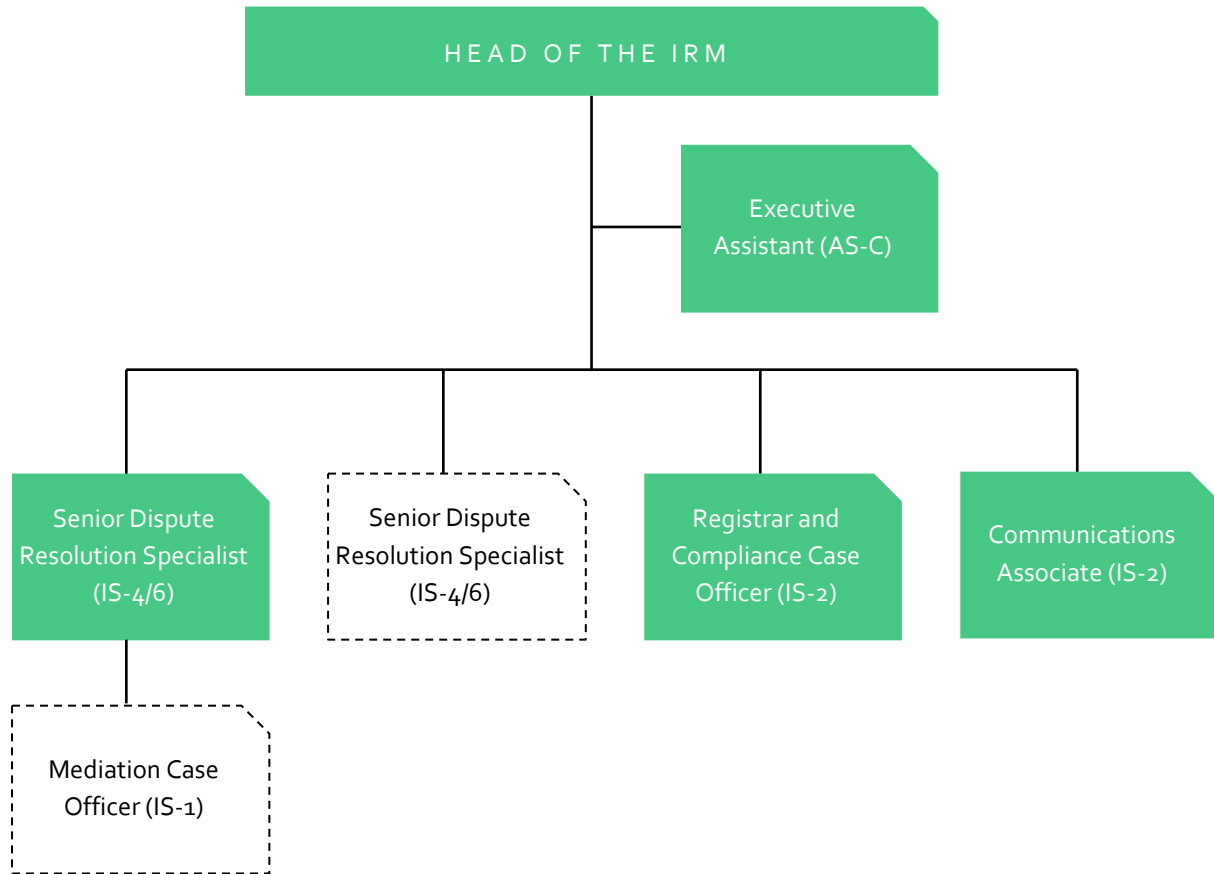


### Output Based Costs - IRM 2023 Budget







## Organogram of the IRM for 2023



### LEGEND

-  Filled Positions
-  Planned Recruitment 2023