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Independent
Redress
Mechanism

IRM Annual Report 2025



INDEPENDENT REDRESS MECHANISM - 2025 ANNUAL REPORT

Independent Redress Mechanism – 2025 Annual Report

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Independent Redress Mechanism**

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ABBREVIATIONS

ADB	Asian Development Bank
AE	Accredited Entity
AI	Administrative Instruction
AMA	Accreditation Master Agreement
CSO	Civil Society Organisation
DAE	Direct Access Entity
EE	Executing Entity
FP	Funding Proposal
GCF	Green Climate Fund
GRAM	Grievance Redress and Accountability Mechanism
GRM	Grievance Redress Mechanism
IAMnet	Independent Accountability Mechanism network
IEU	Independent Evaluation Unit
IIU	Independent Integrity Unit
IRM	Independent Redress Mechanism
IU	Independent Unit
MAF	Monitoring and Accountability Framework
PG	Procedures and Guidelines
RAF	Revised Accreditation Framework
SRM	Stakeholder Response Mechanism
UNDP	United Nations Development Programme

Messages

MESSAGE FROM THE CO-CHAIRS OF THE BOARD

In a year marked by continued portfolio growth and increased stakeholder engagement, the Independent Redress Mechanism (IRM) demonstrated its commitment to fairness, responsiveness and accessibility. The IRM plays a vital role in supporting the Green Climate Fund (GCF) and its Board in their endeavours to foster a responsible and accountable organisation.

With an increase in GCF funding activity, we are encouraged by the IRM's continued ability to respond effectively to complaints from project-affected people, ensuring that individuals and communities affected by GCF-funded activities have access to fair and effective grievance redress. The year saw the IRM effectively manage new and ongoing cases, deliver its capacity-building efforts across regions and strengthen its team.

As we begin 2026, we reaffirm our strong support for the IRM and its vital role in promoting accountability, transparency, and inclusive engagement across GCF. The IRM continues to be a cornerstone of our institution, supporting efforts to uphold the highest environmental and social standards in GCF-funded activities. The IRM's independence and impartiality remain fundamental to maintaining trust in the GCF's accountability framework.



We remain dedicated to supporting the IRM as it implements its 2026–2028 work plan, ensuring that it is equipped to meet emerging challenges and deliver on its mandate with independence and impact.

As the GCF continues to expand its portfolio, a strong and independent accountability mechanism remains essential to sustaining trust and safeguarding impact.

Leif Holmberg & Seyni Nafo
Co-Chairs of the GCF Board in 2025

MESSAGE FROM THE EXECUTIVE DIRECTOR OF GCF

GCF is operating in a moment of urgency and opportunity. The climate crisis has never been more exigent.

Since the Paris Agreement, real progress has been made—projected global warming by the end of the century has dropped by over 1°C, and clean energy investment now doubles that of fossil fuels worldwide. Yet we do not have the benefit of time. Each year, we accelerate towards the 1.5°C limit, and the impacts of climate change intensify with us.

In this new landscape, GCF's responsibility to the communities we serve is clear. They, particularly those in the most climate-vulnerable countries and communities, are demanding not just promises, but results. GCF's mission is to ensure that climate finance reaches those who need it most, in ways that empower and protect.

The IRM is essential to this mission. By offering an independent and impartial space for communities to raise concerns, the IRM reinforces our commitment to justice, transparency, and meaningful engagement. I am proud to say that this year, the IRM has not only resolved several complex cases, but it has brought justice closer to communities by providing dedicated support for civil society organisations and delivering training to over 40 DAEs.



As we look ahead, GCF is scaling up its efforts. We are investing in readiness, accelerating programming, and deepening collaboration with stakeholders to ensure that climate finance is not only accessible but rooted in a country-driven approach.

With this vision for transformative change, the IRM remains a trusted partner. Its role in safeguarding accountability and amplifying community voices is more critical than ever. Together, we can ensure climate finance reaches those who need it most.

Mafalda Duarte
Executive Director, GCF

MESSAGE FROM HEAD OF THE IRM

In 2025, the IRM continued to uphold its mandate of ensuring that project-affected people have access to fair, transparent, and effective redress.

This past year, we received a record seven new cases. As GCF's portfolio grows, we expect more grievances, a sign of increasing trust in the IRM's role. Institutionally, a grievance should be seen as a sign of a healthy accountability ecosystem where people feel empowered to speak up and engage. In the IRM, we remain strongly committed to offering accessible, predictable, and meaningful support to all who seek redress.

In parallel, the IRM continued to strengthen the capacity of GRMs within GCF's DAEs. A key milestone was the joint outreach and capacity building workshop held in Vietnam, co-organised with the Independent Integrity Unit (IIU). These initiatives are instrumental in equipping DAEs with the tools and knowledge needed to manage grievances effectively and transparently.

We also advanced our outreach efforts, notably awarding five advocacy grants to civil society organisations (CSOs). Partnering with CSOs is enabling us to extend our reach into local communities and raise awareness of the IRM's role in promoting accountability and access to redress.

These achievements were made possible through the continued support of the GCF Board, the Ethics and Audit Committee, the Budget Committee, the Secretariat, the Independent Integrity Unit (IIU), numerous CSOs across the world, and our peers in the accountability community. Their collaboration remains essential to our progress.



Looking ahead to 2026, the IRM will continue to deliver and focus on impact. First and foremost, we will focus on the various cases we have received, as well as those we will continue to receive. Furthermore, we aim to enhance our outreach, refine our capacity building approach, and deepen our engagement with stakeholders. Our focus remains clear. We aim to uphold the highest standards and deliver meaningful outcomes and redress for those we serve.

Sonja Derkum
Head of the IRM, GCF



2025: Year in Review

5

CSO ADVOCACY GRANTS AWARDED

Grants of \$2,500 were awarded to five civil society organisations (CSOs) in Burkina Faso, Cameroon, India, the Philippines and Zimbabwe.

7

NEW CASES

In 2025, the IRM had a record number of new cases from complainants in Colombia, Pakistan, and Uganda.



C0009 FINAL COMPLIANCE REPORT

In December 2025, the IRM finalised the compliance report for case C0009 Egypt, which relates to labour issues at the Benban solar power plant. It is expected that the report's findings and recommendations will be considered by the GCF Board at B.44 in March 2026.

C0010 PROBLEM SOLVING AGREEMENT

Parties in IRM case C0010 Uganda reached an agreement on 3 July 2025 to address concerns around wetland use, alternative livelihoods, and access to local grievance mechanisms.

C0012 PROBLEM SOLVING AGREEMENT

Parties in IRM case C0012 Uganda reached an agreement on 6 November 2025 to address livelihood issues raised by complainants.



2

NEW TEAM LEADS



"I've enjoyed the challenge of learning about GCF's work and operations and contributing to the IRM through its compliance and policy work. I believe the IRM will continue to help GCF grow and improve the programming that it does around the world with its enhanced risk appetite and mandate to finance climate projects in some of the world's most challenging contexts."

Paul Goodwin, Compliance and Policy Lead

"In June, I joined the IRM team and moved to South Korea together with my family. I travelled to Uganda right after, and came back with a signed problem solving agreement between wetland users and the Ministry of Water and Environment. I returned to Uganda in September and November and we signed a second agreement. What an incredible year 2025 was! Lots of changes, new beginnings and lots of disputes to resolve. I am very excited to be part of the IRM team and support the GCF and its partners in resolving environmental and social concerns"

Olga Vasiliev, Senior Dispute Resolution Specialist



WHO WE ARE



Our mission is to provide recourse to affected people in a way that is FAIR, EFFECTIVE and TRANSPARENT.

The Independent Redress Mechanism (IRM) addresses complaints by people who believe they are or may be negatively affected by projects or programmes funded by the Green Climate Fund (GCF). The IRM also accepts requests for reconsideration from developing countries whose funding proposals have been denied by the GCF Board. The IRM aims to provide recourse to affected people in a way that is fair, effective and transparent, and enhances the performance of the GCF and its projects and programmes. The IRM creates reliable forums for affected communities to enable them to raise their concerns and to ensure that they can make their voices heard.

As a priority, the IRM, as an independent unit, supports GCF's accountability framework by helping safeguard its policies and procedures, especially those relating to environmental, social, gender and indigenous peoples issues. In delivering its mandate, the IRM is guided by principles of fairness, equity, independence, transparency, effectiveness and justice.

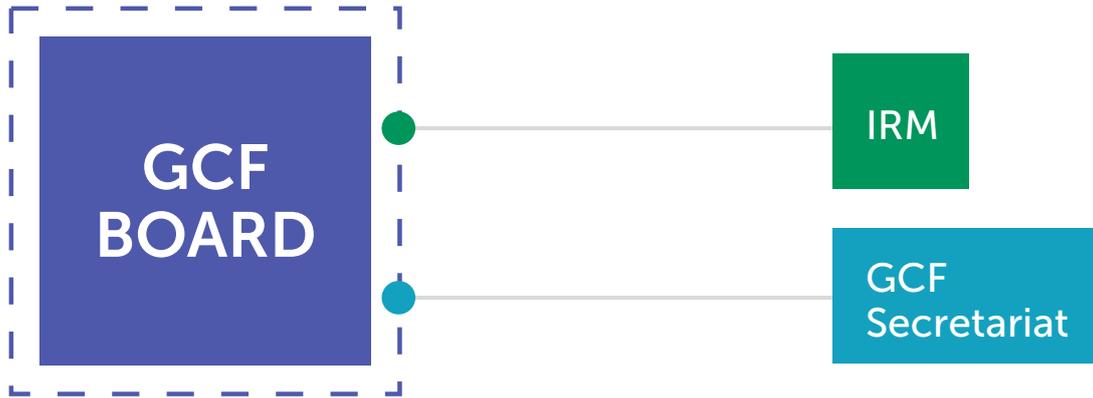
WHO WE ARE

Grievance mechanisms like the IRM offer significant benefits both for the projects of the parent institution and for potentially affected people and other stakeholders. Grievance mechanisms provide a forum for resolving disputes in a reasonable timeframe and can help to avoid project delays and costs associated with conflict. Grievance

mechanisms also provide a cost-effective method for reporting complaints and a structure for accessing a fair hearing and appropriate remedies.

The IRM is independent of the Secretariat of GCF and reports to the Board of GCF on all substantive matters.

FIGURE 1. THE IRM IN THE GCF STRUCTURE



The Board of the GCF is composed of 24 Board members – 12 from developed countries and 12 from developing countries.

The IRM reports to the Board, and actively consults with the Ethics and Audit Committee (EAC) and Budget Committee (BC), sub-committees of the Board.

FIGURE 2. THE IRM'S FIVE FUNCTIONS





COMPLAINTS AND GRIEVANCES

IRM CASE OVERVIEW

In 2025, the IRM registered seven new cases. In addition to the four cases carried over from 2024, the IRM handled a total of 11 cases in 2025. Case C0009 Egypt, while still one case, has been split up into two different complaints in the table on the next page.

COMPLAINTS AND GRIEVANCES

The cases below are grouped by their case handling phase as of 31 December 2025.

IRM CASE	GCF FUNDING PROPOSAL	ISSUE	STATUS
C0009 Egypt	FP039	Community issues	Monitoring of Problem Solving Agreement
C0009 Egypt	FP039	Labour issues	Compliance Report
C0010 Uganda	FP034	Livelihoods issues	Monitoring of Problem Solving Agreement
C0011 Uganda	FP034	Drowning incident	Closed after Initial Steps
C0012 Uganda	FP034	Drowning incident	Monitoring of Problem Solving Agreement
C0013 Uganda	FP034	Livelihoods issues	Problem Solving
C0014 Pakistan	FP085	Impacts due to road rehabilitation works	Problem Solving
C0015 Colombia	FP203	Labour issues	Compliance Investigation
C0016 Colombia	Pending	Pending	Eligibility Determination
C0017 Pakistan	SAP039	Non-implementation of activities linked to adverse impacts	Closed after Eligibility
C0018 Colombia	Pending	Pending	Eligibility Determination

GEOGRAPHIC DISTRIBUTION OF IRM CASES: 2017-2025, AS OF 31 DECEMBER 2025





INTAKE AND INITIAL STEPS

During the Intake and Initial Steps phase, the IRM receives a complaint, determines its eligibility, and engages with stakeholders to discuss available options for handling the complaint. Details on the GCF project and/or programme and issues raised in the complaint are disclosed following the completion of the eligibility determination phase.

As of 31 December, C0016 Colombia and C0018 Colombia were processed in the Intake and Initial Steps phase.



The IRM case handling process begins with an Intake phase where a complaint is filed and acknowledged, followed by an Eligibility Determination. During the Initial Steps phase, parties choose between Problem Solving or Compliance Review. Depending on the chosen path, the IRM facilitates resolution or conducts a Compliance Investigation, ensuring outcomes are monitored and reported to the GCF Board.

C0016: Colombia

September 2025



The IRM received a complaint pertaining to a GCF Project in Colombia in September 2025. The Eligibility Determination phase of the complaint has been extended through January 2026 to allow for sufficient time to liaise with the complainant(s).

C0018: Colombia

December 2025



The IRM registered a complaint pertaining to a GCF Project in Colombia in December 2025. The eligibility determination phase of the complaint will conclude in January 2026.

PROBLEM SOLVING

In the Problem Solving phase, the IRM facilitates a voluntary and collaborative process where stakeholders work together to resolve the issues raised in a complaint. The IRM acts as an external facilitator, helping the involved parties identify shared interests, explore options, and reach mutually acceptable agreements.

As of 31 December, C0013 Uganda and C0014 Pakistan were in the Problem Solving phase. Cases C0009 Egypt, C0010 Uganda and C0012 Uganda were in the Monitoring phase, following the completion of successful Problem Solving Agreements.

C0009: Egypt



GCF project: FP039 GCF-EBRD Egypt Renewable Energy Financing Framework

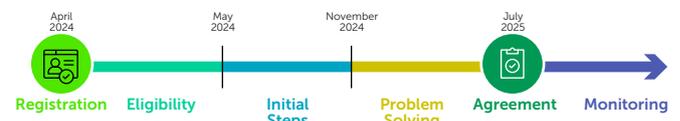
In September and November 2022, the IRM received two complaints related to concerns over working conditions and access to a grievance mechanism in the Benban Solar Park in Egypt. Complainants also alleged a lack of community development in the village (Benban) where the project is based. In a joint meeting held on 14 and 15 December 2023, the case reached a Problem Solving Agreement, addressing community concerns and outlining a path forward for collaboration between the Benban Solar Developers Association (BSDA) and the Benban community. In 2025, the IRM continued monitoring the implementation of the Problem Solving Agreement. With some significant progress being achieved, the case is anticipated to be closed in Q1 of 2026, after the submission of the final Monitoring Report to the Board for information.



“It’s my first time in my career to witness a joint monitoring committee (JMC) after a settlement agreement, and truly, we have the opportunity to establish a precedent in Egypt and a great example in the company community mediation field.”

*Dr. Zeinab Hafez
Senior Social Expert,
BSDA consultant and JMC member*

C0010: Uganda



GCF project: FP034 Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda

On 3 April 2024, the IRM received a complaint alleging adverse impacts related to the implementation of FP034, including restrictions on access to wetlands, lack of compensation and/or adequate consultation, increased food insecurity and impoverishment of wetland-dependent communities, in the districts of Kabale, Kisoro, Ntungamo, Rukiga, Rukungiri, Kibuku and Tororo. Complainants also raised concerns around increased threats to community health, security, and safety. Following a comprehensive Problem Solving process facilitated by the IRM team over several months, on 3 July 2025, parties reached an agreement on the issues raised in the complaint.

Parties agreed on the process of identification of wetland users and how they can access alternative in-kind livelihood support. Complainants gained clarity on wetland boundaries and activities that may be practised on wetlands, such as collecting water, cutting grass, grazing animals and fishing. Parties agreed to conduct study tours for affected communities to learn about alternative livelihood practices in other districts of Uganda. The Executing Entity committed to conducting stakeholder engagement activities and ensuring the functioning of a project-level grievance mechanism.

With the signing of the Problem Solving Agreement in July 2025, the case was moved to the Monitoring stage. Since then, the IRM has been monitoring the parties’ commitments included in the agreement, and the monitoring will continue until all actions are completed and the case is closed. Following the signing of the agreement, debriefing sessions were conducted in the seven districts



of Uganda, comprising wider groups of project affected households who would benefit from the project. IRM led the process of compiling lists of affected households that vacated the wetlands and expect to receive support under the project for alternative livelihoods. Additionally, two study tours were organised in southwest and eastern Uganda in September and November, in collaboration with project partners. The study tours provided an opportunity for project affected people to learn from other good practices on livelihood restoration.

C0012: Uganda



GCF project: FP034 Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda

On 11 January 2025, the IRM registered a case concerning a fatal drowning incident of an 8-year-old child in southwestern Uganda. The incident reportedly took

place at a water retention facility or ‘pond’ that was under construction and located adjacent to wetlands. Following the initial steps phase on 9 June 2025, the case was moved to the Problem Solving phase. The IRM undertook a Problem Solving initiative jointly with UNDP’s Stakeholder Response Mechanism (SRM) since they received a similar complaint from the same complainants.

On 6 November 2025, a Problem Solving Agreement was reached between the complainants and the Executing Entity, the Ministry of Water and Environment of the Republic of Uganda. The UNDP was an observer to the process and extended its support in its role as the Accredited Entity. Parties decided to keep the agreement confidential but agreed that the outcome of the problem solving process focuses on providing livelihood support to affected family members, and does not redress the loss of life.

The case was then moved to the Monitoring stage, where the IRM monitors the parties’ commitments under the agreement until all actions are completed and the case is closed.

C0013: Uganda



GCF project: FP034 Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda

On 12 March 2025, the IRM registered a complaint pertaining to the loss of livelihood and restrictions on access to wetlands as a result of alleged evictions of wetland-dependent communities residing in the Nyambabi wetland system in the Rukungiri district in southwest Uganda. The complainants are represented by the Health and Equity Policy Initiative (HEAPI), a Ugandan civil society organisation. The IRM concluded the Eligibility Determination on 10 April 2025, and in September 2025, parties agreed to pursue Problem Solving to address the issues raised in the complaint. Since September 2025, the IRM has been undertaking the Problem Solving initiative jointly with the UNDP’s Stakeholder Response Mechanism (SRM), as they received a similar complaint from the same complainants.

Given that the case is also before a local court in Uganda, the IRM has been engaging with the relevant parties to ensure that they feel comfortable participating in a meaningful problem solving process under IRM leadership.

C0014: Pakistan



GCF project: FP085 Green BRT Karachi

On 20 March 2025, the IRM registered a complaint by members of Union Committee 11 (Jinnah Town in Pakistan), a local government body of elected officials, acting in their capacity as representatives and affected community members. They allege impacts to community health, safety and security as a result of road construction activities relating to GCF Project FP085 Green BRT Karachi in Pakistan. In September 2025, the IRM concluded its Initial Steps phase and the case is currently in the Problem Solving phase. The IRM is undertaking Problem Solving jointly with the Asian Development Bank (ADB)'s Office of the Special Project Facilitator since they received a similar complaint from the same complainants.

As part of the Problem Solving process, a corrective action plan was agreed between the complainants and TransKarachi, the Executing Entity for this project. Towards the end of December 2025, 15 out of 17 concrete action items were completed, including the work on barriers, water lines, sewerage and chambers. The two remaining items pertaining to road and footpath preparation and stormwater drain chambers are expected to be completed in early 2026.



COMPLIANCE REVIEW

In the Compliance Review phase, the IRM conducts a formal investigation to determine whether a GCF project or programme has violated applicable policies in relation to the complaint. This process involves gathering evidence, analysing facts, and engaging with stakeholders to ensure a fair and thorough review. The IRM issues a final compliance review report with findings and recommendations to the GCF Board for consideration and decision-making.

As of 31 December, C0009 Egypt and C0015 Colombia were in the Compliance Review phase.

C0009: Egypt



GCF project: FP039 GCF-EBRD Egypt Renewable Energy Financing Framework

In September and November 2022, the IRM received two complaints related to concerns over working conditions and access to a grievance mechanism in the Benban Solar Park. In 2024, the two complaints related to employment issues entered the Compliance Review phase in April and September. To ensure efficiency and consistency, the IRM combined these complaints into a single Compliance Investigation process. This investigation concluded on 15 December 2025. Following the completion of the final Compliance Review Report, the IRM will present its findings to the GCF Board in early 2026.

C0015: Colombia



GCF project: FP203 Heritage Colombia (HECO): Maximizing the Contributions of Sustainably Managed Landscapes in Colombia for Achievement of Climate Goals

On 7 May, the IRM registered a complaint pertaining to labour and working conditions, relating to GCF project FP203. The complaint was declared eligible in June 2025. Following an initial steps phase, the complaint was referred to compliance review as of 18 August 2025.

Following the Compliance Appraisal, the IRM determined there was *prima facie* evidence that the complainant has been affected by adverse impacts through non-compliance of the GCF funded programme with GCF operational policies and procedures. The complaint has progressed to

the Investigation phase and is expected to be completed by October 2026.

CLOSED CASES

The IRM closes a case after monitoring the implementation of an agreement reached through Problem Solving, issuing a Compliance Review report followed by a Board decision, or determining that a complaint is ineligible or withdrawn.

In 2025, the IRM closed C0011 Uganda and C0017 Pakistan.

C0011: Uganda



GCF project: FP034 Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda

In November 2024, the IRM received a complaint related to the drowning fatality of a 17-year-old male that occurred in September 2024 at a water irrigation pond, or facility, that was under construction in the Rukiga District in Uganda. The IRM declared the complaint eligible on 13 December 2024. In the initial steps phase, the IRM facilitated a series of engagements between complainants and the Executing Entity. In March 2025, an initial agreement was signed to the satisfaction of the parties to address concerns raised in the complaint. The agreement and all underlying actions were successfully implemented by the prescribed deadline of 9 June 2025. Complainants expressed their satisfaction with the implementation of the agreement and communicated to the IRM that their complaint could be closed.

C0017: Pakistan



GCF project: SAP039 Integrated climate risk management for strengthened resilience to climate change in Buner and Shangla Districts of Khyber Pakhtunkhwa Province, Pakistan.

On 25 August 2025, the IRM received a complaint pertaining to adverse impacts to project-affected communities due to alleged non-implementation of activities under GCF Project SAP039 in Pakistan. The IRM registered the complaint on 4 September 2025. During the Eligibility Determination phase, the IRM attempted to reach out to the party or parties who submitted the complaint but was unable to secure a meeting or obtain additional information to satisfy the eligibility of the complaint. Based on this, the IRM concluded that the eligibility criteria were not met and closed the case.

PRE-CASES

The IRM processed 17 pre-cases¹ in 2025. A pre-case is a communication from an external party to the IRM and information received by the IRM that is registered in the Case Management System as a pre-case and may or may not mature into a complaint. The list of the IRM's pre-cases, accessible in the Case Register, contains a summary of all the pre-cases registered in the IRM's Case Management System as of 31 December 2025.



¹ Independent Redress Mechanism pre-cases. <https://irm.greenclimate.fund/document/history-irm-pre-cases>



IRM joint capacity building and outreach workshop in Hanoi, Vietnam.

CAPACITY BUILDING

CAPACITY DEVELOPMENT OF DIRECT ACCESS ENTITY GRIEVANCE MECHANISMS

One of the key functions of the IRM is building the capacity of Direct Access Entities (DAEs) in handling grievances. The GCF currently has 106 Direct Access Entities and all of them are expected to have a grievance redress mechanism at the institutional level. The Board's mandate to the IRM is critical in strengthening the capacity of DAEs to establish their GRMs. This helps create accountability across all levels of GCF funding and supports DAEs in addressing project-level disputes appropriately.



Furthermore, GCF's 2024-2027 Strategic Plan outlined "Doubling the number of DAEs with approved GCF funding proposals through strengthened climate programming capacity and increasing the allocation of GCF resources through DAEs."² This increase in funding for DAEs underscores the need for the IRM to further enhance its capacity building efforts. This is vital to empower DAEs in effectively handling local-level complaints, emphasising the crucial need for sustained support.

In April 2025, in Hanoi, Vietnam, the IRM and IIU hosted a joint capacity building and outreach workshop for DAEs and CSOs.³ The workshop brought together over thirty participants from Southeast, South and East Asia. The participation of civil society organisations provided all participants with the opportunity to exchange ideas and learnings.

In May and June 2025, the IRM also hosted virtual capacity building trainings for Africa, Asia and the Pacific, Eastern Europe, and Latin America and the Caribbean regions. The IRM's virtual curriculum, paired with interactive and live discussions, provided participants with the opportunity to fully immerse themselves in the basics of operating and managing a grievance redress mechanism. Participants who successfully completed the online learning modules and who attended all sessions were awarded a certificate from the IRM. Having concluded seven consecutive trainings between 2019 and 2025, the IRM has continued to increase the number of DAEs who have participated in an IRM capacity building training.

Additionally, from September – November 2025, the IRM successfully hosted a virtual company-community mediation training for GRM staff of GCF DAEs who had already completed the basic GRM training. The training involved quizzes, several role-plays based on a complex company-community conflict case, drafting agendas and settlement agreements. A total of 14 participants from 13 DAEs completed the training and received certificates.



"The experience required is more than negotiation techniques; it demanded careful listening, respect for community perspectives and a recognition of the emotional and historical dimensions of a conflict."

Ziyaad Sahabun
Risk and Compliance Specialist
Indian Ocean Commission



Read Ziyaad's blog on his capacity building training experience⁴

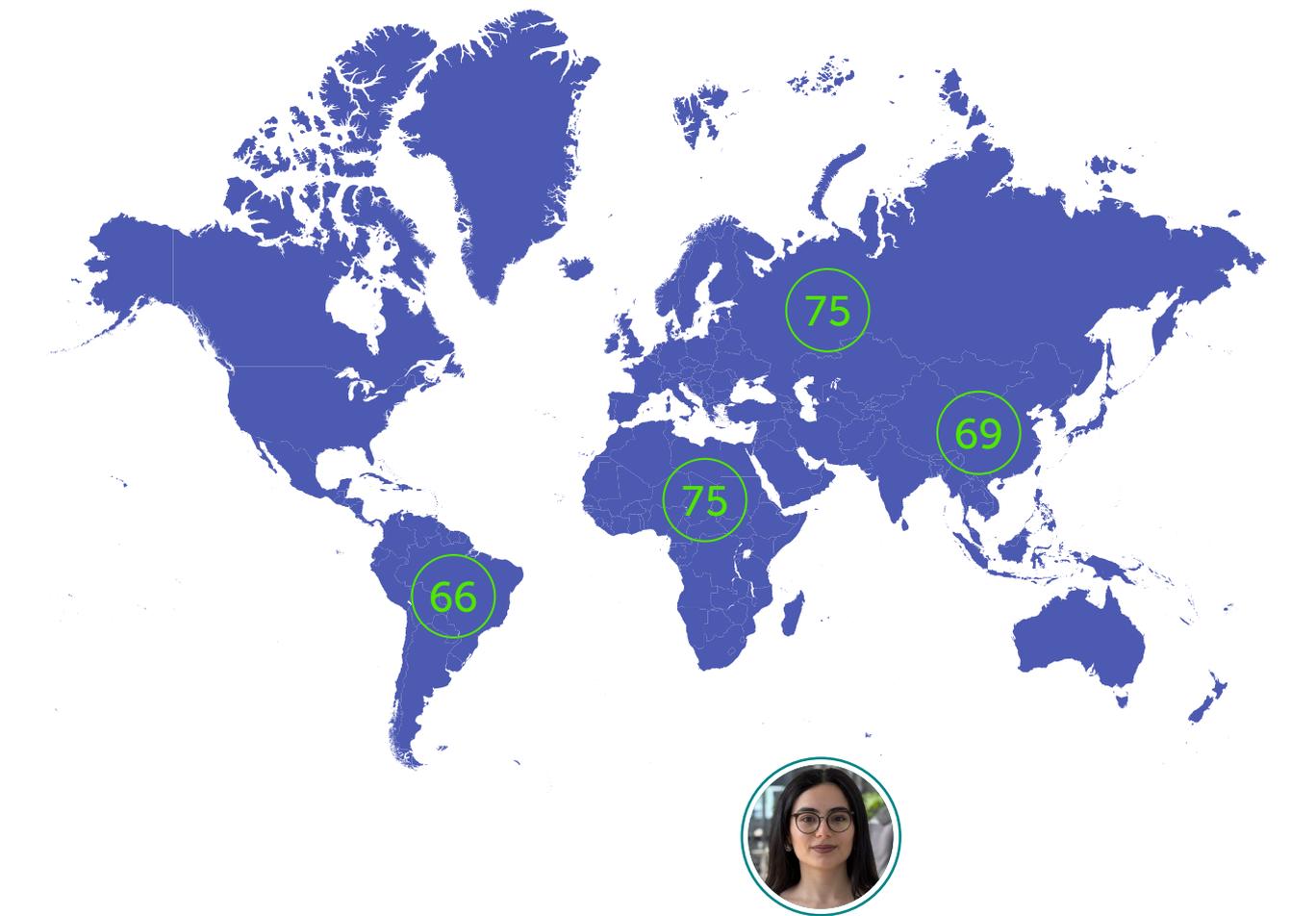
² Strategic Plan for the Green Climate Fund 2024–2027: <https://www.greenclimate.fund/about/strategic-plan>

³ Available here: <https://irm.greenclimate.fund/news/accountability-forefront-regional-workshop-gcf-direct-access-entities-and-civil-society>

⁴ For more: <https://irm.greenclimate.fund/blog/irm-company-community-mediation-training-2025>

⁵ For more: <https://www.youtube.com/watch?v=t-CGc0Pq6eQ>

PERCENTAGE OF DAES TRAINED BY THE IRM, BY REGION



Lastly, for the fifth year in a row, the IRM also provided individualised 1-1 consultancy support to GRMs of two DAEs, both from Latin America and the Caribbean.



DAEs and CSOs at the IRM/IIU workshop in Vietnam.



“The best result and outcome of my participation in this process was the opportunity that we got from the IRM, which was the one-on-one consultation with an expert. He made me use the skills and knowledge in practice to update the existing policy of EPIU on grievances. We didn’t just copy the overall standard grievance process. We localised the overall grievance redress mechanism standards to the Armenian context.”

Milena Kiramijyan

Chief Specialist of the Environmental Protection Implementation Unit at the State Agency of the Ministry of Nature Protection Armenia

⁶ For more: <https://www.youtube.com/watch?v=dSi-L69iaUs>



Watch Milena discuss her capacity building experience⁶



IRM CAPACITY BUILDING IN 2025				
CAPACITY BUILDING ACTIVITY	FORMAT	DAEs TRAINED	INDIVIDUALS TRAINED	REGION
IRM e-learning course on operating a GRM	Virtual	-	88	Global
Vietnam Capacity Building Workshop	In-person	17	20	East, South and Southeast Asia
Online Capacity Building Training	Virtual	25	40	Global
Company-Community Mediation Training	Virtual	14	21	Global
1-1 Consultancy	Virtual	2	-	Global

In addition to the IRM’s capacity building training portfolio, the IRM participated in several GCF Regional Dialogues. In September 2025, the IRM participated in the GCF’s Regional Dialogue with Latin America in the Dominican Republic and

the GCF’s Regional Dialogue with Africa in Ethiopia to speak about capacity building and its role in supporting DAEs in strengthening their grievance redress mechanisms.



OUTREACH

COMMUNICATIONS AND OUTREACH

The IRM also has a mandate to provide education and outreach on the IRM's role and work to stakeholders and the public, including staff of GCF.⁷ Given GCF's headquarters location in South Korea and the geographic scope and spread of projects around the world, the IRM utilises a targeted and strategic approach to increase awareness of its role and the possibility of communities to engage with the IRM to address complaints about GCF projects.

⁷ Green Climate Fund. (2017) Decision of the Board on updated Terms of Reference of the Independent Redress Mechanism (Revised). Independent Redress Mechanism of the Green Climate Fund. <https://irm.greenclimate.fund/sites/default/files/document/bbm-2017-10-decision-board-updated-terms-reference-independent-redress-mechanism-revised.pdf>

As part of this outreach work, the IRM engages in a two-pronged approach. First, the IRM engages with civil society organisations (CSOs) to increase their awareness of the IRM, GCF and grievance redress. Second, the IRM works with CSOs by equipping them with the resources to further engage with communities within their region and network. Working with CSOs as intermediary partners is crucial for the IRM to increase its geographic reach.

CSO OUTREACH

- **Argentina⁸:** In February 2025, the IRM hosted a virtual outreach event in Argentina, in collaboration with the Fundación Gran Chaco. This event allowed the IRM to explain its role in addressing complaints around GCF projects to participants who work on socio-environmental sustainability in the region. Interpretation was provided in Spanish.
- **Vietnam⁹:** From 8-11 April 2025, the IRM hosted an in-person workshop in Vietnam, bringing together CSO participants from Bangladesh, Bhutan, Cambodia, India, Nepal, Philippines, Sri Lanka, Thailand and Vietnam. Following the workshop, the CSOs agreed to become the third cohort of the “IRM CSO network,” continuing their engagement with the work of the IRM.
- **Asia¹⁰:** On 2 September 2025, the IRM hosted an open virtual outreach webinar for civil society in Asia. The open-format allowed for anyone interested in grievance redress to learn about the work of the IRM and ask questions about how we process complaints.
- **Asia:** On 4 December 2025, the IRM co-hosted an outreach webinar with the Asia Indigenous Peoples Network on Extractive Industries and Energy (AIPNEE). The webinar, targeting indigenous peoples, looked at GCF projects in the region, GCF’s Indigenous Peoples policy and Indigenous Peoples Advisory Group (IPAG), and how to file a complaint about a GCF project with the IRM.

COMMUNITY OUTREACH

In August 2025, the IRM launched its CSO Advocacy Toolkit to assist CSOs in engaging with their local communities by using user-friendly resources. This toolkit was created with civil society organisations at the 2024 Morocco workshop and finalised after being beta-tested with the IRM CSO Network.

In September 2025, the IRM awarded the “IRM CSO Advocacy Grant” to five CSOs.¹¹ The goal of each \$2,500 grant was to increase awareness of the IRM with local communities. The five grant recipients include:

- Asia Indigenous Peoples Network on Extractive Industries and Energy (AIPNEE)
- African Network on Gender Equality and Sustainable Development (ANGEL)
- Samata, India
- Young Volunteers for the Environment (YVE) Cameroon
- Zimbabwe Environmental Law Organisation (ZELO)

Samata, a social justice organisation focused on the protection of natural resources in India, used the grant to engage with forest-dependent and fishing communities. Samata discussed the GCF-funded interventions in the area and how to access the IRM to raise concerns.

The CSO Advocacy Grant and the CSO Advocacy Toolkit are innovative initiatives that enable the IRM to collaborate with CSO partners to engage with local communities.

Both activities will continue in 2026, primarily through the “IRM CSO Network,” which consists of CSOs that participated in previous in-person workshops organised by the IRM.



CSOs at the Vietnam workshop

⁸ For more: <https://irm.greenclimate.fund/blog/irm-outreach-argentina-enhancing-community-access-grievance-redress>

⁹ For more: <https://irm.greenclimate.fund/news/accountability-forefront-regional-workshop-gcf-direct-access-entities-and-civil-society>

¹⁰ For more: <https://irm.greenclimate.fund/blog/strengthening-awareness-and-access-irm-s-asia-webinar-civil-society>

¹¹ For more: <https://irm.greenclimate.fund/news/five-csos-selected-2025-irm-advocacy-grants>



Sonja Derkum, IRM Head, providing opening remarks at the OHCHR learning series event



“Our community has been protecting the mangrove forests since the early 1990s along with the Forest Department. However, this programme helped us clearly understand that GCF-funded works also come with accountability and that we have the right to raise concerns through the Independent Redress Mechanism. Many villagers did not know that complaints could be submitted confidentially. This awareness has strengthened our confidence and sense of ownership over mangrove protection.”
 Member of Chollangi Village in India

OTHER EVENTS

The IRM also spoke at various events throughout the year, including:

- **Incheon National University students:** In May 2025, the IRM joined other GCF colleagues to speak to students from Incheon National University.
- **GCF inreach:** In May 2025, the IRM invited GCF personnel for a lunchtime session to learn about the IRM’s mandate, understand our case-handling process, and explore current cases.
- **OHCHR learning series at GCF¹²:** In September 2025, representatives from the Office of the United Nations High Commissioner for Human Rights (OHCHR) came to GCF for a learning series, titled “Promoting and Protecting Human Rights through Environmental and Social Safeguards and Due Diligence.” The IRM spoke during several sessions on accountability, grievance redress mechanisms and important policy issues for GCF.

¹² For more: <https://irm.greenclimate.fund/blog/advancing-accountability-and-redress-highlights-ohchr-learning-series-gcf>



ADVISORY

ADVISORY

The IRM is mandated to provide advice to the Board on the reconsideration of policies, procedures, guidelines and systems based on lessons learned from the IRM's work and best international practices.¹³ The IRM also works collaboratively with the other two Independent Units (IUs), the Independent Integrity Unit (IIU) and the Independent Evaluation Unit (IEU), as well as the Secretariat to provide advice and feedback on a range of policy documents and Administrative Instructions (AIs) for GCF staff.

In 2025, the IRM engaged with the Secretariat on various policy items, including:

- Monitoring and Accountability Framework (MAF)
- Revised Accreditation Framework (RAF) and related new Standard Conditions
- Staff Regulations and Rules (SRR)

¹³ Green Climate Fund. (2017) *Decision of the Board on updated Terms of Reference of the Independent Redress Mechanism (Revised)*. Independent Redress Mechanism of the Green Climate Fund. <https://irm.greenclimate.fund/sites/default/files/document/bbm-2017-10-decision-board-updated-terms-reference-independent-redress-mechanism-revised.pdf>



WORKING WITH PARTNERS

INFORMATION APPEALS PANEL

The Heads of the three Independent Units at GCF comprise the Information Appeals Panel (IAP), which was established under the GCF's Information Disclosure Policy (IDP) and related Board decisions. Requests for information disclosure submitted to the GCF Secretariat pursuant to the IDP that are denied may be appealed to the IAP. The IAP Chair position rotates annually among members. The Head of the IRM served as Chair from 1 November 2024 to 31 October 2025. In 2025, the Information Appeals Panel did not receive any information appeal requests.

INDEPENDENT ACCOUNTABILITY MECHANISMS NETWORK

The IRM has been a member of the Independent Accountability Mechanisms Network (IAMnet) since 2017. IAMnet is a community of practice for accountability mechanism practitioners. There are over 20 accountability mechanisms of international financial institutions and multilateral and bi-lateral development banks, and a significant number of the grievance redress mechanisms of the current accredited entities are members of this network. The IRM continues to actively participate in IAMnet, including attending its Annual Meetings and serving on working groups to develop good practices, collaborate on outreach activities, and implement governance reforms. In 2025, the IRM collaborated with the Independent Project Accountability Mechanism (IPAM) of the European Bank for Reconstruction and Development (EBRD) to offer mediation training to the compliance professionals of the IAMnet community during the IAMnet Accountability Talent Training in June 2025 in London, United Kingdom. From 6-9 October, the IRM attended the 22nd Independent Accountability Mechanisms network (IAMnet) Annual Meeting, hosted by the Caribbean Development Bank in Bridgetown, Barbados.

GRAM PARTNERSHIP

In 2019, the IRM formed the Grievance Redress and Accountability Mechanism (GRAM) partnership to offer leadership, a learning and knowledge platform and a meeting space to an increasing number of GRAMs (especially the staff of grievance redress mechanisms of the GCF's Direct Access Entities) that are emerging in different spheres. In 2025, the IRM hosted one virtual GRAM Partnership webinar, providing increased opportunities for accountability practitioners to share their insights and learnings:

On 26 March 2025, the Grievance Redress and Accountability Mechanism (GRAM) partnership held its 13th webinar,¹⁴ hosted by the Independent Redress Mechanism (IRM). The webinar focused on understanding how civil society organisations (CSOs) view grievance redress and accountability mechanisms, focusing on issues around accessibility, processes, retaliation, and remedy.



¹⁴ 13th GRAM Partnership Webinar: <https://irm.greenclimate.fund/blog/cso-perspectives-grams-look-back-13th-gram-partnership-webinar>



IRM team in 2025

THE FUTURE: LOOKING AHEAD TO 2026

THE FUTURE: LOOKING AHEAD TO 2026

The IRM enters 2026 with a renewed focus on transformation and impact. This year marks a significant evolution in how we handle cases and strengthen accountability across GCF. Building on the foundations laid in previous years, the IRM is scaling up its work to meet the growing complexity of GCF's climate portfolio and respond to increasing number of complaints from project affected people.

ORGANISATIONAL STRUCTURE



The IRM's case handling is structured around compliance on one side and dispute resolution on the other. These two respective teams provide the IRM with a distinct separation between these functions. In 2025, the IRM recruited its Compliance and Policy Lead and Senior Dispute Resolution Specialist to head up these two functions. In 2026, this organisational structure will be strengthened with a new Capacity Building Specialist who will help the IRM strengthen its capacity building support to DAEs.

COMPLAINTS AND GRIEVANCES



With GCF's expanding project portfolio, the IRM anticipates an increase in cases and is prepared to respond promptly and effectively. In 2025, we worked on ongoing cases in Egypt and Uganda and addressed new complaints in Uganda, Colombia and Pakistan. In 2026, we will continue to ensure that complaints are addressed promptly, remedy is provided where appropriate and voices of affected communities are meaningfully heard.

CAPACITY BUILDING



Building the capacity of DAEs in handling local level complaints is essential for a well-functioning and effective grievance redress ecosystem in GCF. In 2026, all new Accredited Entities will be required to have a functioning GRM. To respond to these institutional changes, the IRM will be prepared to train new GRM staff within these institutions on setting up, operating and managing their GRMs to handle complaints effectively.

OUTREACH



Knowing about the IRM's role in handling complaints is the first step for a project affected person. The IRM's outreach webinars and workshops will continue in 2026 with a goal of leveraging existing opportunities and identifying collaborative opportunities. The IRM will continue to work with civil society in reaching grassroots communities and expand its "IRM CSO network." The IRM will also work on increasing its awareness through inreach activities with the GCF Secretariat and the Board.

ADVISORY



The IRM will continue to share lessons learned from its cases, provide policy feedback, and advocate for best practices in information disclosure. Working closely with the Board, the Independent Units and the Secretariat, we aim to foster a culture of openness and continuous improvement.



IRM TEAM IN 2025



Appendices

APPENDIX 1: BOARD APPROVED WORK PLAN AND BUDGET FOR 2026-2028

Please visit this link: <https://www.greenclimate.fund/document/gcf-b43-06>

APPENDIX 2: INDEPENDENT REDRESS MECHANISM BUDGET 2025

The IRM's 2025 budget execution will be available in an annex document on the IRM website: <https://irm.greenclimate.fund/resources/publications-documents>

APPENDIX 3: IRM TEAM



SONJA DERKUM

HEAD OF UNIT

Sonja Derkum is the Head of the GCF's Independent Redress Mechanism. She was previously Head of the Complaints Mechanism (CM) for the European Investment Bank Group (EIB Group) for six years where she successfully headed the EIB's independent public accountability function. She was with the EIB in Luxembourg in different control and accountability functions since 2003. In 2011, she spent a year supporting the Office of Internal Audit (OIA) at the International Monetary Fund (IMF). Sonja is passionate about topics around good governance and accountability and is a strong advocate for impactful independent grievance mechanisms as a necessity to give a voice to affected communities.



OLGA VASILIEV

SENIOR DISPUTE RESOLUTION SPECIALIST

(June – Present)

Olga leads the Dispute Resolution (DR) team at the Independent Redress Mechanism (IRM) and oversees its DR as well as its capacity building efforts. Olga moved to Songdo from London, where she served as an Associate Director within the Independent Project Accountability Mechanism of the European Bank for Reconstruction and Development (EBRD). Olga is a lawyer and accredited mediator who is passionate about resolving environmental and social conflicts between communities and companies in development finance. During her time at the EBRD, Olga reviewed allegations of environmental and social non-compliance and resolved a number of complex disputes between project-affected people and EBRD clients in highly sensitive contexts. Olga holds a bachelor's and a master's degree in law and a bachelor's and a master's degree in French and English philology. Olga's native language is Romanian, and she is also fluent in English, French, and Russian.



PAUL GOODWIN

COMPLIANCE AND POLICY LEAD

(February – Present)

Paul leads the compliance team at the Independent Redress Mechanism (IRM) and oversees its investigative efforts. He helps the IRM ensure that Green Climate Fund (GCF) projects and programmes adhere to institutional policies and procedures, develops and implements effective compliance strategies, and secures appropriate remedies for communities adversely affected by GCF-funded projects. Before joining the IRM, Paul served as the head of the United Nations Development Programme's (UNDP) Social and Environmental Compliance Unit (SECU) for six years, and worked there since its inception in 2013. Throughout his career, Paul has focused on ensuring that international development and climate projects respect the rights of impacted communities and adhere to sustainable practices. Paul earned his JD from UC Berkeley School of Law and his BS from Northwestern University.



PREKSHA KRISHNA KUMAR
REGISTRAR AND COMPLIANCE SPECIALIST

Preksha Krishna Kumar is a researcher with wide-ranging experience relating to accountability and redress mechanisms. She previously worked for an international human rights advocacy organization based in New York, supporting dozens of frontline communities in their efforts to access information and redress. Over the course of her career, Preksha has been immersed in the policies, practices and impacts of development finance institutions – working with diverse stakeholders in countries such as India, Colombia, Malawi and Kenya. Preksha holds a B.A. from Sarah Lawrence College, New York, with a focus on Development Economics and Spanish Literature.



SUE KYUNG HWANG
DISPUTE RESOLUTION CASE ASSOCIATE

After studying International Affairs and Environmental Studies at the George Washington University, Sue Kyung Hwang pursued her master's degree in Water Cooperation and Diplomacy, a joint programme held at the University for Peace (Costa Rica), IHE Delft Institute for Water Education (Netherlands), and Oregon State University (U.S.), to learn how different stakeholders in riparian countries co-manage their shared water resources. Her past work experiences involve preparing a database of livestock carbon emissions and using it to educate the public for climate action in a local community in Costa Rica.



PETER CARLSON
COMMUNICATIONS SPECIALIST

Peter Carlson is the IRM's Communication Officer with significant communications experience in education and international development. Prior to joining the IRM, Peter was part of the communications team at the Global Partnership for Education, focusing on digital campaigns and media as well as the OECD, managing communications for the Partnership in Statistics for Development in the 21st Century (PARIS21) and the Environment Directorate. He has also worked at HEC Paris business school, UNESCO and African Artists for Development. Peter holds Bachelor's degrees in Marketing and French from Ohio State University and a Master's degree in International Affairs from Sciences Po Paris.



AMANDA BIERSCHENK
CASE ASSOCIATE

Amanda is the IRM's Case Associate, supporting compliance review, policy, and advisory functions. Amanda comes to the IRM after three years in GCF's Secretariat, where she worked in external affairs on resource mobilisation and partnerships. In 2021, she also served as the IRM's intern. Prior to joining GCF, she held roles at the US House of Representatives, US electoral campaigns, the AmeriCorps, and various human rights and community development nonprofits. Amanda holds an MSc in Environment and Development from the University of Edinburgh and a BA in International Relations from Boston University.



HEEJUNG HAN

OPERATIONS AND ADMINISTRATIVE ANALYST (October – Present)

Heejung Han is the Operations and Administrative Analyst at the Independent Redress Mechanism (IRM) where she provides substantive support to the Head of IRM and the IRM team in achieving its mandate. She holds a bachelor's degree in German Language and Literature from Korea University and a degree in law. Prior to joining the IRM, Heejung interned at the International Legal Affairs Division of the Ministry of Justice in Korea, and spent ten years at Electronic Arts (EA), a global game company, as part of its Asia Legal Team. She also worked for one year at Coupang, a leading e-commerce company in Korea, supporting executive operations. Heejung is delighted to be part of the IRM and looks forward to contributing to its mission.



OSCAR NUWAGABA

INTERN (January – May)

Oscar Nuwagaba joined the IRM as an intern after earning his Ph.D. in Public Administration from Yonsei University, South Korea. He also holds a master's degree in Public Administration (Yonsei University) and a bachelor's degree in Democracy and Development Studies from Uganda Martyrs University, Uganda. Oscar is a researcher and boasts over 12 years of experience in community development functions. Previously, he served as a Community Engagement Supervisor at the USAID-Education Development Centre, where he designed and led project-wide stakeholder engagement strategies and provided capacity building for implementing partners. He is deeply passionate about accountability and redress mechanisms.



KIARA SAVIGNAC

INTERN (January – July)

Kiara was an intern at the Independent Redress Mechanism. She has diverse experience both in France and abroad, spanning NGOs, the private sector, and local government. Her roles have included PR assistant, project manager, community liaison, local democracy mission officer, and research assistant. Kiara holds a B.A. from Sciences Po Paris, with a focus on economics and sociology and a Euro-Asian concentration. She also earned a master's degree in public policy, specializing in social policy and social innovation, from Sciences Po Paris. Her research thesis focused on policy evaluation, and she aspires to work in the field of accountability at the international level.



EMMA REITG GIL

INTERN (July – December)

Emma was an intern at the Independent Redress Mechanism, where she supported the team's work on case work (compliance and mediation), communications and outreach, and research. She holds a double degree in Law and Global Governance from ESADE Business and Law School, and is currently pursuing an MBA at ICEX on a scholarship from the Spanish Ministry of Economy, Trade and Business. Emma has previously interned at the World Bank, Save the Children, and the Children's Human Rights Court of Quetzaltenango, Guatemala. Her interests include environmental and social safeguards (ESS), accountability and compliance - particularly in relation to the rights of Indigenous Peoples, women, and children.



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