



GREEN
CLIMATE
FUND

Independent
Redress
Mechanism

Stakeholder Survey 2026: Independent Redress Mechanism (IRM)

July 2026

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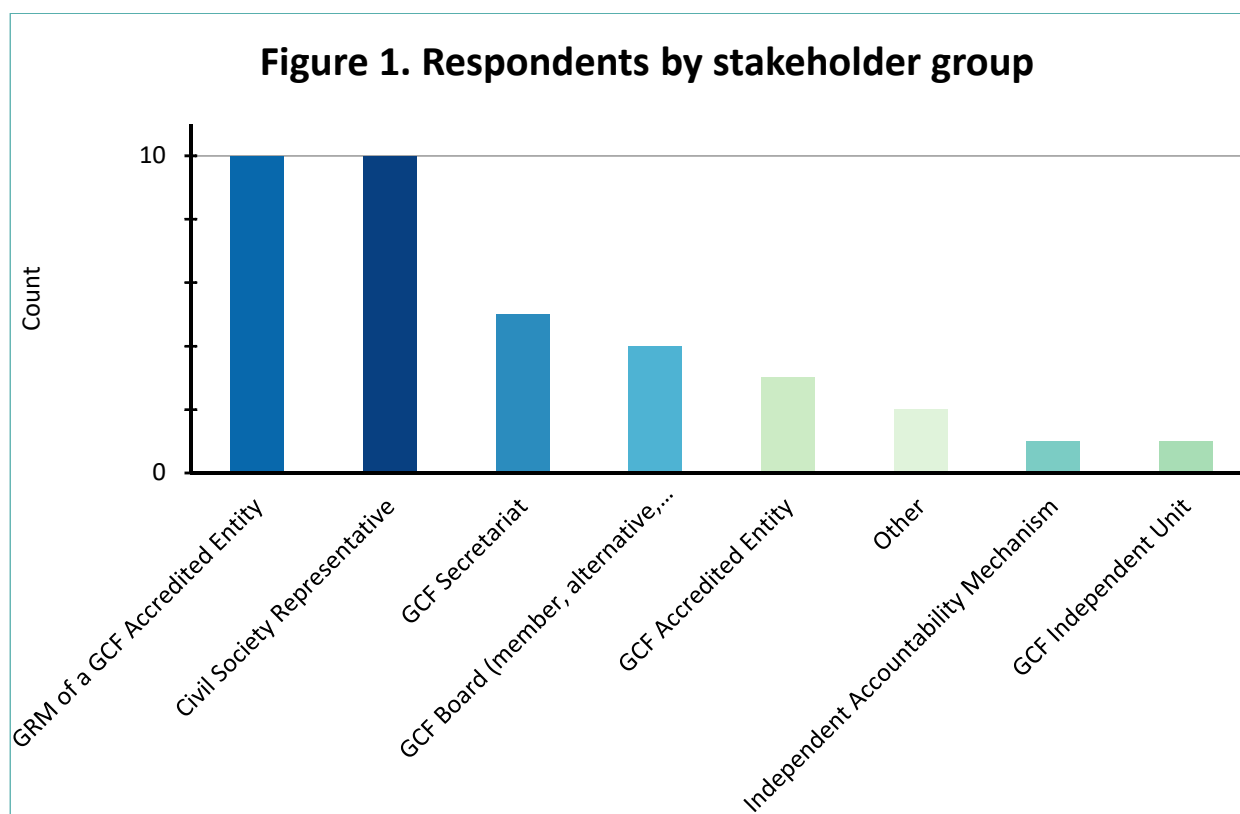
1. Introduction

The Independent Redress Mechanism (IRM) of the Green Climate Fund (GCF) conducted its 2026 Stakeholder Survey between 30 March and 1 May 2026, with the objective of assessing stakeholder perceptions of its work in 2025 and identifying opportunities to strengthen its performance.

A total of 36 respondents participated in the survey, down from 37 respondents in 2025. Respondents included Grievance Redress Mechanism staff of GCF Accredited Entities, Civil Society Organisations (CSOs), GCF Secretariat and Independent Unit staff, GCF Accredited Entity staff, Board members and advisors, as well as representatives from other accountability mechanisms of multilateral development banks.

Respondents reported a wide range of interactions with the IRM. These included participation in trainings, webinars, and outreach events, as well as engagement in case-related processes, institutional coordination, and requests for information or advisory support.

Figure 1. Respondents by stakeholder group



2. Overall Perceptions of the IRM

Overall, stakeholders continue to view the IRM as a central accountability mechanism within the larger GCF. Many respondents emphasised that the IRM plays a critical role in ensuring that complaints are addressed independently and impartially and that GCF operations remain aligned with established policies and standards.

Several recurring perceptions emerged from the survey:

- The IRM is widely seen as independent, credible, and professional
- It contributes significantly to transparency, accountability, and institutional legitimacy
- It provides an essential channel for grievances and stakeholder engagement

At the same time, a number of respondents, particularly those with more limited engagement, indicated that awareness and understanding of the IRM’s role could be further strengthened.

Specific stakeholder feedback includes:

“The IRM plays a crucial role in ensuring GCF’s credibility by addressing complaints related to project implementation and by supporting entities in doing the same.”

“The IRM adds credibility to GCF’s mechanisms to hold itself accountable.”

“Need to develop more awareness and informative materials in multi language to be utilised by everyone.”

3. Overall Assessment

Stakeholders rated their interactions with the IRM across several key dimensions. Overall, the results reflect a consistently strong level of satisfaction, with most respondents assigning high scores across categories.

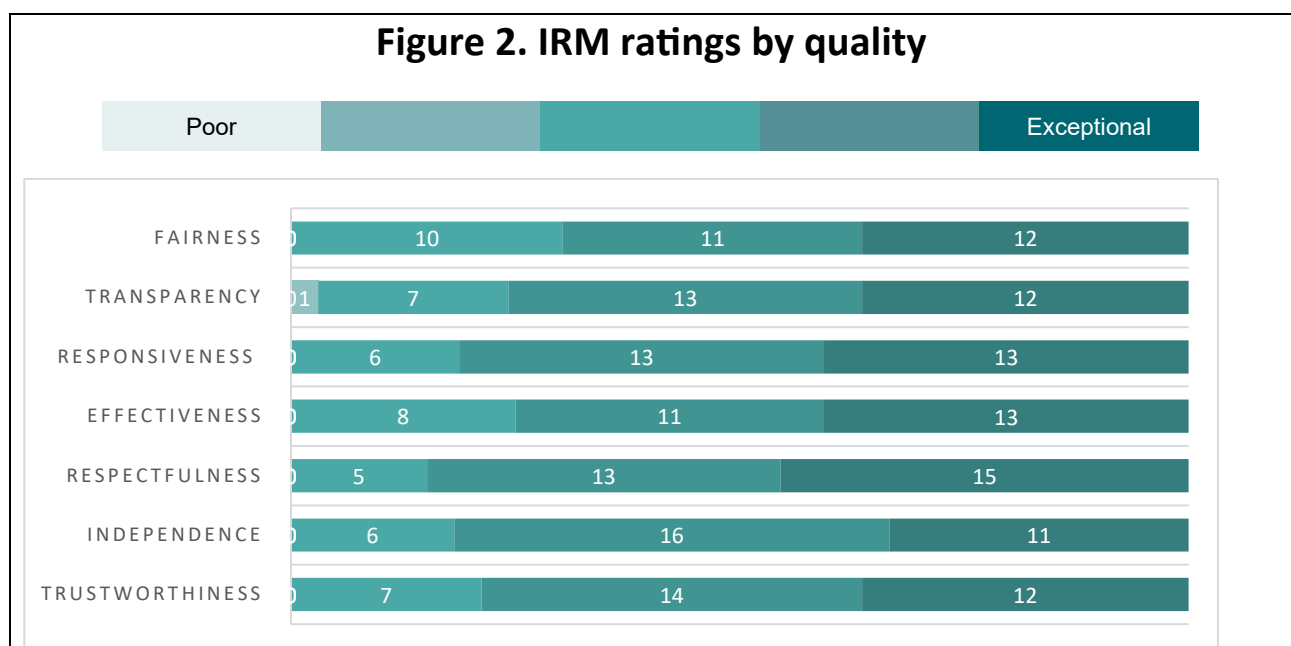
The most positively rated areas include independence, respectfulness, and responsiveness, which were repeatedly highlighted in qualitative feedback.

Strengths identified by stakeholders:

- A high degree of fairness and neutrality in engagements
- Strong responsiveness and professionalism of staff
- A consistent sense of integrity and independence

Areas where perceptions were mixed include transparency and effectiveness. While performance is broadly viewed as strong, continued efforts to deepen stakeholder understanding will be important.

Figure 2. IRM ratings by quality



Specific stakeholder feedback includes:

“What stood out most was the professionalism, responsiveness, and clarity with which the IRM staff handled interactions.”

“It was also positive that they maintained independence and objectivity, which builds trust, and made efforts to reflect stakeholder input in their findings and recommendations.”

4. Case Handling

Stakeholders who engaged with the IRM in relation to complaints or case processes generally reported positive experiences, particularly in terms of fairness, professionalism, and communication. In some cases, stakeholders also noted that IRM engagement on specific cases contributed to improved project outcomes and strengthened relationships among stakeholders.

Respondents highlighted that the IRM:

- Applies structured and transparent procedures
- Demonstrates a strong commitment to objectivity and due process
- Communicates in a clear, respectful, and timely manner

However, several challenges were identified, particularly regarding the complexity of procedures. Some respondents found it difficult to navigate the process, especially at the initial stages, and noted that clearer guidance would be beneficial.

Suggested improvements include:

- Developing simplified guidance materials and templates
- Clarifying procedural steps, timelines, and documentation requirements
- Providing more regular updates during the case process
- Exploring digital tools, such as dashboards or tracking systems, to improve transparency
- Providing clear summaries, briefs, and visual materials to complement longer reports

Specific stakeholder feedback includes:

“The team demonstrated a strong understanding of grievance-related processes and consistently communicated in a clear, respectful, and timely manner.”

“To further strengthen its work, the IRM could consider enhancing clarity around procedural steps, expected timelines, and documentation requirements, particularly at the initial stages of engagement.”

5. Outreach

Outreach activities, including webinars, consultations, and events, were generally viewed as useful, informative, and well delivered. Stakeholders appreciated the IRM’s openness and willingness to engage with a wide range of actors, particularly civil society and community representatives.

Respondents highlighted several strengths in outreach efforts:

- Inclusive and participatory engagement approaches
- Opportunities for dialogue and feedback
- Professional facilitation and relevant content

However, stakeholders also identified clear opportunities for improvement. Many emphasised the importance of making outreach more accessible and far-reaching, particularly at the community level.

Key suggestions include:

- Expanding outreach to rural and underserved communities
- Using local languages and simplified, non-technical messaging
- Leveraging accessible communication channels such as radio, WhatsApp, and local networks
- Increasing the frequency and continuity of engagement

These recommendations point to the need for a more diversified outreach strategy that better reaches stakeholders on the ground.

Specific stakeholder feedback includes:

“Use local languages and simple, non-technical messaging. Rely on accessible channels like radio, WhatsApp, and town halls. Engage continuously, not just during reporting periods.”

“It is better if the outreach can be more widespread.”

6. Capacity Building

Capacity Building activities continue to be one of the strongest areas of IRM engagement. Respondents consistently described training as valuable, relevant, and impactful, particularly in strengthening grievance redress systems at the institutional and community levels.

Participants appreciated both the quality of delivery and the practical orientation of the content. Many noted that the training programmes helped improve their understanding of grievance mechanisms and enhanced their ability to apply this knowledge in their own contexts.

Key strengths include:

- High-quality trainers with strong expertise
- Practical and context-relevant learning materials
- Opportunities for peer exchange and sharing of experiences
- A mix of formats, including live sessions and online modules

At the same time, respondents highlighted several ways to further strengthen these activities:

- Increase the availability of in-person and country-level training

- Provide more context-specific and tailored content
- Offer longer or more flexible training formats, including refresher courses
- Expand modular online learning and recorded materials
- Incorporate more opportunities for participants to reflect on real-world challenges

These suggestions indicate strong demand for scaling up and diversifying Capacity Building efforts.

Specific stakeholder feedback includes:

“The training programmes helped strengthen our internal mechanisms and provided clarity on complex procedures.”

“I greatly appreciated the variety of learning formats and the opportunity to exchange experiences with peers.”

7. Relationship with GCF stakeholders

The survey highlights the importance of strengthening collaboration between the IRM and other parts of the GCF, especially the Secretariat. While respondents recognise the independence of the IRM and complementary roles of these entities, there is a clear interest in enhancing coordination and communication while maintaining the IRM’s independence.

Key themes include:

- The need for more regular engagement, including at leadership level
- Opportunities to improve information sharing
- The importance of increasing the visibility of the IRM within internal processes

Some stakeholders also noted that stronger collaboration could help ensure that lessons from IRM cases are better integrated into GCF operations and policy development.

Specific stakeholder feedback includes:

“The two entities need to work collaboratively to better serve the beneficiaries.”

“It feels like the IRM is not sufficiently included within GCF.”

8. Challenges

Respondents identified several recurring challenges in engaging with the IRM. These challenges highlight areas of improvement that could enhance accessibility and inclusiveness.

The most common challenges include:

- Limited awareness of the IRM at the community level
- Use of technical language that may be difficult for non-experts
- Short consultation timelines limiting meaningful participation
- Insufficient outreach to marginalised or remote groups
- Resource constraints affecting engagement and implementation

These findings reinforce the importance of adapting IRM approaches to different contexts and stakeholder needs.

9. Conclusion and Next Steps

The 2026 Stakeholder Survey confirms that the IRM is widely regarded as a trusted and effective accountability mechanism within GCF. Its strengths, particularly in independence, professionalism, and stakeholder engagement, are clearly recognised across stakeholder groups.

At the same time, the findings highlight several priority areas for further strengthening. Moving forward, key areas include:

- Expanding and diversifying outreach efforts, especially at community level
- Scaling up and tailoring Capacity Building programmes
- Simplifying processes and improving guidance materials and communication
- Enhancing digital tools and systems to support transparency
- Strengthening institutional collaboration and visibility within the GCF

By addressing these areas, the IRM will continue to build on its strong foundation and further enhance its role in promoting accountable, transparent, and inclusive climate finance.

10. Annex I: Survey questions

Demographics

Name (optional)

- Short answer

Organisation (optional)

- Short answer

Position/Title (optional)

- Short answer

Email (optional)

- Short answer

Which gender do you identify with? (Optional. This information is collected to improve our responsiveness. The responses received will be kept strictly confidential.)

- Man
- Woman
- Non-binary
- Prefer not to say

Which age group are you in? (Optional)

- Under 20
- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70+

What is the highest degree or level of school you have completed? (Optional)

Less than high school diploma

- High school diploma
- Some college credit, no degree
- Associates Degree (e.g., AA, AS)
- Bachelor's Degree (e.g., BA, BBA and BS)
- Master's Degree (e.g., MA, MS, MEng, MEd, MSW, MB)
- Professional Degree (e.g., MD, DDS, DVM, LLB, JD)
- Doctorate (e.g., PhD, EdD)

What was the nature of your interaction(s) with the Independent Redress Mechanism (IRM)? (Please select all that are applicable)

Complaint

- Reconsideration request
- Meeting/briefing/webinar/virtual meeting
- Correspondence
- Capacity building training
- Outreach event
- Information and assistance
- General inquiry
- Procedures and Guidelines
- Blog/article/publication/online training module
- Other

Which stakeholder group do you belong to? (Please select one, or indicate your stakeholder group under "other" if not represented in the list)

- Civil Society Representative
- Grievance Redress Mechanism of an Accredited Entity
- Independent Accountability Mechanism
- GCF Secretariat
- GCF Independent Unit
- GCF Board (member, alternative, advisor)
- Other

Questions for Civil Society

Was the IRM transparent with the information that it provided?

- Yes
- No
- Other

Are you satisfied with the information provided on the IRM website?

- Yes
- No
- Other

Have you participated in webinars or events organised by the IRM?

- Yes
- No
- Other

Were the webinars or events useful?

- Yes
- No
- Other

What other advice would you provide to the IRM to improve its outreach activities with civil society and local communities?

- Short answer

Questions for Grievance Redress Mechanisms of an Accredited Entity

Have you participated in any of the IRM's capacity building workshops?

- Yes
- No
- Other

Was the workshop well conducted?

- Yes
- No
- Other

Was the workshop informative? Did you find it useful?

- Yes
- No
- Other

Did you follow the IRM's online training course ?

- Yes
- No

- Other

What other advice would you provide to the IRM to improve its capacity building activities?

- Short answer

Questions for Independent Accountability Mechanisms

What do you think of the IRM as a peer institution?

- Positive
- Neutral
- Negative

Do you think the IRM has contributed to the IAM network?

- Yes
- Maybe
- No

Questions for GCF Secretariat

Have you been involved in a case led by the IRM?

- Yes
- No

If you were involved in a case led by the IRM, did the IRM explain the process to you?

- Yes
- No
- n/a
- Other

If you were involved in a case led by the IRM, was the complaint dealt with expeditiously?

- Yes
- No
- n/a
- Other

If you were involved in a case led by the IRM, were you satisfied with the result of the complaint? If not, please explain.

- Yes
- No
- n/a
- Other

If you were involved in a case led by the IRM, did you have a fair opportunity to present your case?

- Yes
- No
- n/a
- Other

If you were involved in a case led by the IRM, do you have any additional comments about the IRM's handling of the case?

- Short answer

If you were NOT involved in a case led by the IRM, what was the nature of your interaction(s) with the IRM?

- Short answer

What is your understanding of how the work of the Secretariat relates to the IRM, and vice versa?

- Short answer

What would you like to learn about/from the IRM in the future?

- Short answer

Questions for GCF Independent Unit

How do you see the IRM as a peer unit?

- Positive
- Neutral
- Negative
- Other

Questions for GCF Board (member, alternative, advisor)

How important is accountability within GCF operations? (5* = Very Important)

- 1 *
- 2 *
- 3 *
- 4 *
- 5 *

What is your understanding of the role of the IRM at GCF?

- Short answer

What would you like to learn about/from the IRM in the future?

- Short answer

Questions for all respondents

Rate your interactions with the IRM against the following qualities (sliding scale of 5 – where 1 is poor and 5 is exceptional):

- Fairness
- Transparency
- Responsiveness
- Effectiveness
- Respectfulness
- Independence
- Trustworthiness

In your interactions with the IRM, was there something that stood out for you as being particularly positive?

- Short answer

What were the biggest challenges, if any, you faced when dealing with the IRM?

- Short answer

Based on your interactions with the IRM, what would you say was the added value of the IRM?

- Short answer

If you have any additional feedback or suggestions on how the IRM can improve its work, please provide them here.

- Short answer