



GREEN  
CLIMATE  
FUND

---

# Decision of the Board on Performance review of the members of the Accreditation Panel

---

**B.BM-2017/03**

11 May 2017

**Decision approved between meetings**

## Decision of the Board for Performance review of the members of the Accreditation Panel

The Board, having considered document GCF/B.BM-2017/03 titled “Performance review of the members of the Accreditation Panel”:

- (a) Decides that, prior to the expiry of each of their terms of membership of the Accreditation Panel, each member of the Accreditation Panel shall undergo a performance review and that any such member shall only be eligible for a subsequent term of membership of the Accreditation Panel if the Board considers that the outcome of the relevant performance review is satisfactory;
- (b) Reaffirms the terms of reference, including the job description and qualifications, for the Accreditation Panel adopted in annex V to decision B.07/02, which will guide the performance review of each member of the Accreditation Panel;
- (c) Adopts the guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund for the performance review set out in Annex II to this document;
- (d) Endorses the terms of reference for the performance review of the members of the Accreditation Panel, as contained in Annex III to this document;
- (e) Decides that the performance review of the members of the Accreditation Panel shall be undertaken by an independent consultant or firm, with the aim of presenting the outcome of such performance review to the Board for its consideration at its seventeenth meeting;
- (f) Requests the Secretariat to promptly procure the independent consultant or firm referred to in paragraph (e); and
- (g) Decides, on an exceptional basis, without setting a precedent and for practical and pragmatic reasons only, that:
  - (i) the next term of all members of the Accreditation Panel shall expire on 17 October 2020; and
  - (ii) subject to the outcome of the performance review, no more than three of the current members of the Accreditation Panel may be reappointed to the Accreditation Panel for a second term.

## **Annex I: Terms of reference of the GCF's Accreditation Panel adopted in annex V to decision B.07/02**

### **I. Role and mandate**

1. The Accreditation Panel (the Panel) will be an independent technical panel of the Fund to advise the Board on matters relating to:
  - (a) Independent technical advice to the Board on the results of the in-depth assessment and review of individual applications for accreditation;
  - (b) Expertise in good-practice fiduciary principles and standards, financial intermediation functions, intermediation regulations and oversight;
  - (c) Expertise in environmental and social safeguards, as well as in evaluating environmental and social management systems in order to ensure that applicant entities have the capacity to implement and oversee the Fund's interim and subsequent ESS;
  - (d) Expertise in international and recognized good practices in accreditation procedures and systems;
  - (e) Expert policy advice on developing countries' special circumstances, including sustainability and climate-related issues;
  - (f) Members of the Panel will have a three-year term, with the possibility of renewal for a maximum of another consecutive term.

### **II. Composition and quorum**

2. The Panel will be composed of six senior expert members, ensuring balanced representation between developing and developed countries and appropriate range of expertise.
3. The Panel may also invite senior expert observer members, on an ad-hoc or regular basis, to participate at sessions where no confidential information will be discussed.
4. The Secretariat will participate ex-officio.
5. Quorum will consist of participation by at least four senior expert members.

#### **2.1 Chair and Vice-Chair**

6. The Panel will appoint its Chair and Vice-Chair. In the event of absence or inability to participate in meetings of the Panel by the Chair, the Vice-Chair will automatically chair the meetings.
7. The mandate of the Chair and Vice-Chair will extend for one year.

#### **2.2 Senior expert members**

8. The senior expert members of the Panel will be selected and appointed through a nomination by the Board members and alternates of the Panel and endorsement by the Board. The composition of the senior expert members should ensure availability in the Panel of the following core areas of competency:

- (a) Governance systems, financial management, audit and control framework;
  - (b) Project management cycle and activity oversight;
  - (c) Transparency, investigation and anti-fraud provisions;
  - (d) Environmental and social safeguards and environmental and social management systems;
  - (e) Financial intermediation and/or financial sector supervision and oversight;
  - (f) Experience in working in/with developing countries.
9. Senior expert members will therefore demonstrate recognized capacity and expertise in their fields of competency, supported by a successful career track at senior and executive level. In addition to this, each senior expert member will be able to demonstrate unquestionable personal reputation, integrity and ethical behaviour throughout her or his professional trajectory.
10. Senior expert members may be appointed for a consecutive term.

## 2.3 Expert observer members

11. Expert observer members from specialized entities may be invited to participate in the non-confidential meetings or sessions of the Panel as deemed necessary in order to enhance the capacity of its work.
12. The Panel will issue an invitation to the expert observer member, or the institution s/he represents.
13. The Panel will agree, in consultation with the Secretariat, on the modalities for participation by expert observers. These modalities may be revised at any time to reflect the evolving needs of the Panel.

## III. Modalities of work

14. The Panel will operate as a senior and independent technical advisory body of the Fund, and will report and be accountable to the Board. The Panel will be bound by these terms of reference as well as by relevant policies and procedures, including a code of conduct, to be developed by the Panel and endorsed by the Board. The rules and procedures of the Board, as well as any other relevant guidelines to be adopted by the Board, will apply *mutatis mutandis* to the Panel.
15. Meetings of the Panel may be held with members being either physically or electronically present. The dates and modalities of meetings will be determined by the Panel taking into account criteria of efficiency and effectiveness.
16. The Chair of the Panel will define the agenda and calendar of meetings of the Panel.
17. The Panel may also develop rules and procedures, in addition to the above, that are necessary to enhance transparency and effectively guide the conduct of its meetings. The Panel will submit to the Board the additional agreed rules and procedures for endorsement.
18. In conducting the review of applications for accreditation, the Panel may decide to make use of additional external technical experts. The Panel will clearly allocate responsibilities for the external technical expert, which will be included in their mission plan.

19. The Panel, with support from the Secretariat, will maintain a roster of external technical experts and develop standard terms of reference for their work.

#### **IV. Compensation**

20. Travel and accommodation costs, per diem payment and a daily fee will be paid to senior expert members attending a meeting of the Panel in accordance with the Fund's rules and regulations.
21. If a senior expert member of the Panel is requested to carry out a specific task between meetings, they will be compensated for the task undertaken by means of payment of daily fees, subject to the input being of good quality and delivered in good time. The daily fee will be determined in accordance with the Fund's rules and regulations. The number of days necessary to complete a task will be determined by the Chair of the Panel in consultation with the Secretariat.
22. Travel and accommodation costs, per diem payment and a daily fee will be paid to external technical experts in accordance with the Fund's rules and regulations and the external technical experts' terms of reference.
23. Expert observers will not receive any payment and will be supported in their participation in meetings entirely by the entities they represent or in their own capacity.

#### **V. Disclosure of conflict of interest**

24. All members of the Panel should disclose any actual, potential or perceived conflict of interest in relation to any of the activities, discussions and recommendations of the Panel, which will be duly recorded.
25. Furthermore, at the time of appointment, all members of the Panel will sign the oath contained in the Appendix to these terms of reference.

#### **VI. Revision and termination of the terms of reference of the Panel**

26. The Board may revise these terms of reference as necessary in order to incorporate lessons learned and to reflect the evolving needs of the accreditation process of the Fund.
27. The mandate and terms of reference of the Panel may be revised or terminated by the Board, if deemed necessary.

---

## Appendix: Oath to be taken by members of the Accreditation Panel

“I solemnly declare that I shall perform my duties as a member of the Accreditation Panel (the Panel) of the Green Climate Fund (the Fund), honourably, faithfully, impartially and conscientiously.

I further solemnly declare and promise that I shall disclose any financial interest or any other real or perceived conflict of interest in: the accreditation of subnational, national, regional and/or international intermediaries and IEs of the Fund; the consideration and provision of advice on best-practice fiduciary principles and standards and environmental and social safeguards; and, in general, in any other matter in connection with the fulfilment of the mandate of the Panel.

I shall refrain from participating in the consideration of accreditation applications or policy discussions where any financial interest or any other real or perceived conflict of interest may arise, or where any personal circumstance might be incompatible with the requirements of integrity and impartiality expected of a member of the Panel.

Subject to my responsibilities to the Panel, I shall not disclose, even after the termination of my functions, any confidential or proprietary information which is transferred to the Board, the Panel or the Secretariat, or any other confidential information coming to my knowledge by reason of my duties for the Panel.”

Full name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

## **Annex II: Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund**

1. The Board per decision B.07/02, paragraph (g), established the GCF's Accreditation Panel (AP) as an independent technical panel to advise the Board on matters related to the accreditation of entities to the GCF. The AP is comprised of six expert members with balanced representation between developing and developed countries and the appropriate range of expertise, and each AP member is nominated by the Accreditation Committee for endorsement by the Board.
2. The scope of the AP's responsibilities are defined in the AP's terms of reference (annex V to decision B.07/02).
3. This document includes guiding principles and the methodology for the performance review of each member of the AP.

### **I. Guiding principles**

4. The review should:
  - (a) Take into account the accountability of the AP to the Board of the GCF;
  - (b) Cover the entire period of each AP member's term, which commenced in accordance with relevant decisions B.08/20, B.BM-2015/01 and B.13/07; and
  - (c) Be conducted with a spirit of openness and positivity towards giving and receiving feedback.

### **II. Methodology**

5. The performance review of AP members will be undertaken by an independent consultant or firm that will:
  - (a) Facilitate the self-assessment of the performance of AP members with regard to the duties adopted in annex V to decision B.07/02; and
  - (b) Develop and implement an online 360-degree assessment exercise eliciting feedback from:
    - (i) A sampling of members of the Board and alternate Board members;
    - (ii) Relevant individual staff members of the Secretariat;
    - (iii) Other AP members; and
    - (iv) A sample of accredited entities.
6. The 360-degree assessment exercise will collect qualitative and quantitative feedback on the AP members' performance, including their contributions within their technical expertise, in line with the AP's terms of reference in annex V to decision B.07/02:
  - (a) Governance systems, financial management, audit and control framework;
  - (b) Project management cycle and activity oversight;
  - (c) Transparency, investigation and anti-fraud provisions;

- (d) Environmental and social safeguards and environmental and social management systems;
  - (e) Financial intermediation and/or financial sector supervision and oversight; and
  - (f) Experience in working in/with developing countries.
7. The assessment will also include evaluation of the essential competencies for the role – integrity, ethical behaviour, teamwork, communications, and ability to meet deadlines.
8. The independent consultant or firm will:
- (a) Collate and review the information from the self-assessment, 360-degree assessment exercise and interview;
  - (b) Provide feedback to the individual AP members, for validation of the results and to give them valuable feedback on how their performance is perceived by other AP members and stakeholders;
  - (c) Report to the Board, through the Secretariat, the collated information on the performance review of the AP members at the seventeenth meeting of the Board to enable the Board to reach an overall assessment of performance, taking into account the recommendation of the independent consultant or firm; and
  - (d) Keep all personal information absolutely confidential, disclosing only to those who have the agreed privilege to view the data.

## **Annex III: Terms of reference of the performance review of members of the Accreditation Panel**

### **I. Introduction**

1. The Accreditation Panel (AP), in accordance with decision B.07/02, paragraph (g), was established as an independent technical panel to advise the Board on matters related to the accreditation of entities to the Green Climate Fund (GCF). Furthermore, the AP is responsible for conducting the accreditation process in accordance with its terms of reference as contained in annex V to decision B.07/02 (annex V to document GCF/B.07/11). The AP is composed of six experts for one term of three years and was endorsed by the Board in decisions B.08/20 and B.BM-2015/01.
2. The GCF endeavours to nurture and develop talent in order to promote the most effective use of their expertise; to determine the quality of their service; to recognize their achievements; and to identify their training and development needs.
3. The Board notes the importance of providing feedback and evaluating performance, in order to facilitate learning and continuous improvement in the day-to-day operations of the AP.
4. The Board proposes to conduct a 360-degree assessment exercise of the AP members (Assesseees). This would help the Assesseees to gain insights on how she/he is perceived by other AP members and stakeholders and have an opportunity to adjust behaviours and develop skills that will enable her/him to excel at her/his role.
5. This Request for Proposals (RFP) seeks to identify an independent external evaluation firm that will undertake the tasks described below.

### **II. Objective of the assignment**

6. The objective of the assignment is to assist and facilitate the performance review of the Assesseees in accordance with the “Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund” (Annex III to this document).

### **III. Scope and focus of the assignment**

7. The independent consultant or firm would design/offer a powerful development tool to conduct a 360-degree assessment exercise in which the Assesseees would be able to reflect through self-evaluation and receive anonymous feedback from the people with whom she/he works closely as per the “Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund” (Annex III to this document).
8. In general, the tool will include, but may not be limited to, the following features:
  - (a) Designed to collect objective feedback from:
    - (i) A sampling of members of the Board and alternate Board members;
    - (ii) Relevant individual staff members of the Secretariat;
    - (iii) Other AP members; and
    - (iv) A sample of accredited entities;

- (b) Internet-based administration and data collection;
  - (c) The capacity to administer to any number of respondents mentioned in paragraph 8(a) above;
  - (d) Utmost confidentiality;
  - (e) Detailed report and analysis with ratings, verbatim comments and graphs indicating strengths and areas for development; and
  - (f) Based on research conducted on the performance review processes of similar positions in comparable institutions.
9. The scope of the performance review of the members of the AP will include:
- (a) Understand the organization's mission and the mandate and role of the Assesseees;
  - (b) Identify dimensions/behaviours to be measured with respect to the terms of reference of the Assesseees, as contained in annex V to decision B.07/02, and the "Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund" (Annex III to this document);
  - (c) Draft and finalize the questionnaire for the 360-degree assessment exercise;
  - (d) Facilitate the steps outlined in the 'Methodology' section of the "Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund" (Annex III to this document); and
  - (e) Present a detailed report to the Board, through the Secretariat, and to each Assessee.

#### **IV. Deliverables**

10. The deliverables include a detailed report that addresses the following matters:
- (a) The criteria for reviewing performance;
  - (b) Review of performance of each members of the AP against the criteria; and
  - (c) Recommendations.

#### **V. Reporting arrangements**

11. The detailed report referred to in paragraph 10 above prepared by the independent consultant or firm will be provided to the Board.
12. The independent consultant or firm shall keep the Board regularly updated with respect to progress related to the performance review via the Board or Board-approved representative(s).

#### **VI. Duration of the consultancy**

13. The consultancy is expected to take up to a maximum of four weeks starting from the date of signature of contract by both parties, subject to adjustments as required and mutually agreed.
-