



GREEN
CLIMATE
FUND

Decision of the Board on the terms of reference of the performance review of the members of the Technical Advisory Panel

B.BM-2017/12

26 December 2017

Decision approved between meetings

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The Board, having considered document GCF/BM-2017/16 titled “Terms of reference of the performance review of the members of the Technical Advisory Panel”:

- (a) Decides that, prior to the expiry of their terms of membership of the Technical Advisory Panel, each member of the Technical Advisory Panel shall undergo a performance review and shall only be eligible for a subsequent term of membership of the Technical Advisory 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 Technical Advisory Panel adopted in annex XII to decision B.09/10, which will guide the performance review of each member of the Technical Advisory Panel;
- (c) Adopts the guiding principles and methodology for the performance review of members of the Technical Advisory Panel of the Green Climate Fund for the performance review set out in annex III to this document;
- (d) Endorses the terms of reference for the performance review of the members of the Technical Advisory Panel, as contained in annex IV to this document;
- (e) Decides that the performance review of the members of the Technical Advisory Panel shall be undertaken by an independent consultant or firm, with the aim of presenting the outcome of the performance review to the Board for consideration at its twentieth meeting; and
- (f) Requests the Secretariat to promptly procure the independent consultant or firm referred to in paragraph (e) above.

Annex II: Terms of reference of the GCF Technical Advisory Panel adopted in annex XII to decision B.09/10¹

I. Role and mandate

1. The independent Technical Advisory Panel (the Panel) will provide independent technical assessment of, and advice on, funding proposals for the Board.
2. The Panel will conduct technical assessments of funding proposals submitted through the Secretariat by accredited entities of the Fund at the analysis and recommendations to the Board stage of the Fund's project and programme activity cycle. This will be done in accordance with the Fund's initial proposal approval process, and in order to provide objective technical advice on funding proposals for the Board.
3. The Secretariat will engage the Panel on all funding proposals, in particular the medium and large funding proposals. This shall not prejudice the proposed simplified processes for the approval of certain activities, in particular small-scale activities that are planned to be discussed at the tenth meeting of the Board.
4. The Panel will operate as an independent technical advisory body of the Fund. The Panel and its members will be bound by these terms of reference (TOR) as well as by any relevant policies and procedures of the Fund, including the policy on ethics and conflict of interest for external members serving on panels, sub-committees and working groups of the Board. The rules of procedures of the Board, as well as any other relevant rules and guidelines to be adopted by the Board, will apply *mutatis mutandis* to the Panel.
5. The Panel will independently assess the performance of the funding proposals submitted to the Fund against the Fund's activity-specific criteria in accordance with the initial investment framework.
6. The Panel, in the conduct of its technical assessment of funding proposals, will be provided with the final funding proposal; the Secretariat's assessment of compliance with safeguards, policies and performance of the project or programme against activity-specific criteria; and other necessary information that may reasonably be requested from the Secretariat. As needed, the Panel may seek inputs from stakeholders.
7. Upon decision by the Board, the Panel may expand its mandate in the future in order to provide strategic insights and share lessons learned.
8. An open and transparent process for selection of Panel members will be launched immediately after the adoption by the Board of the terms of reference of the Panel.

II. Reporting

9. Pursuant to this mandate, and in accordance with stage IV of the Fund's project and programme activity cycle (annex VII to decision B.07/03, Initial Proposal Approval Process), the Panel's advice will be submitted to the Board by the Secretariat as part of the documentation pertaining to the funding proposal. The advice provided by the Panel will consist of the outcome of its independent technical assessment and its recommendation on each funding proposal that it considers.

¹ The Terms of Reference are presented here in the form they were approved at the ninth meeting of the Board.

10. Upon request by the Board, the Panel may be invited to report orally to the Board at future Board meetings.

III. Composition and structure

11. The Panel will comprise six members: three from developing countries and three from developed countries, with gender balance. The Panel will nominate its Chair. On a case-by-case basis, members of the Panel may call additional experts if the need for specialized knowledge arises, as deemed necessary and in consultation with the Secretariat. When this occurs, the required expert will be procured and selected by the Secretariat in consultation with the Panel and will be contracted by the Secretariat on behalf of the Fund as an external consultant. Furthermore, a roster of experts in major mitigation and adaptation areas will be established over time.

12. The Panel's collective expertise will cover a range of specialties related to adaptation, mitigation, the private sector, financing, development and implementation of projects in developing countries. Familiarity with guidance stemming from the United Nations Framework Convention on Climate Change, the Intergovernmental Panel on Climate Change, other relevant processes and an understanding of governance issues (e.g. public financial management, political economy, etc.) is desirable.

13. Panel members and expert members will, therefore, demonstrate recognized capacity and expertise in their fields of competency as it pertains to the Fund's initial result areas, supported by a successful career track record.

14. Each Panel member and expert member will have to have demonstrated unquestionable personal reputation, integrity and ethical behaviour throughout his or her professional career.

15. Members of the Panel will be procured, selected and nominated by the Investment Committee, with the support of the Secretariat, for endorsement by the Board soon thereafter.

16. The endorsed Panel members will enter into a consultancy contract with the Fund for a term of three years, with the possibility of renewal. The Executive Director of the Fund may, in consultation with the Ethics and Audit Committee, terminate the consultancy contract with a Panel member in cases of unethical behaviour, negligence of duties, or any other breach of his or her obligations thereunder, whereupon his or her term as Panel member will terminate automatically.

IV. Modalities of work

17. The Panel will conduct its review of funding proposals remotely, unless exceptional circumstances necessitate physical meetings. The dates and timelines for reviews will be determined by the Secretariat in accordance with the initial proposal approval process, and aim to not exceed two weeks. A summary of each completed technical assessment will be made available on the Fund's website, subject to the Fund's information disclosure policy.

18. The Secretariat will provide the necessary operational and administrative support to the Panel.

V. Compensation

19. A fee will be paid to Panel members and expert members in accordance with the Fund's rules and regulations, subject to the terms of their consultancy contracts. The time required per month for review of funding proposals will be determined in consultation with the Secretariat.

VI. Conflict of interest² and confidentiality

20. A conflict of interest arises when a Panel member has an interest, which may include but is not limited to a financial interest that could, or could be deemed to, improperly influence the performance of his or her official duties or responsibilities as a Panel member. A conflict of interest applies to, among others, Panel members who hold positions in government or non-governmental organizations, or who are working in, or have any contractual arrangement as consultants or otherwise with, an Accredited Entity of the Fund or an executing entity.
21. All actual or potential conflicts of interest, or the appearance thereof, shall be immediately disclosed in writing to the Fund's Integrity Unit.
22. It is the duty of the Integrity Unit to review these disclosures promptly and to decide whether an actual or potential conflict of interest exists and, if so, whether to issue a waiver defining the extent to which the Panel member in question may participate in any discussion of the issue that has given rise to the conflict.
23. When the Integrity Unit determines that an actual or potential conflict of interest exists, the Panel member shall not participate in the matter that has given rise to the conflict absent a waiver from the Integrity Unit. The waiver may be designed to allow for any level of participation that the Integrity Unit deems appropriate. Until the Integrity Unit is established, the Office of the General-Counsel will perform the duties of the unit in the interim.
24. Furthermore, at the time of appointment, all Panel members will sign the oath contained in the Appendix to the TOR.
25. Panel members shall adhere to the Policy on Ethics and Conflict of Interest for external members serving on Panels, Sub-Committees and Working Groups of the Board, as may be amended from time to time.
26. Panel members shall adhere to the Fund's information disclosure policy, as may be amended from time to time, including in respect of the treatment of confidential information.

VII. Revision and termination of the terms of reference of the Panel

27. The Board may revise the TOR as necessary, and upon the advice of the Investment Committee, in order to incorporate lessons learned and to reflect the evolving technical needs of the Fund.
28. The mandate of the Panel may be revised or terminated by the Board, if deemed necessary.

² Conflict of interest provisions reflect the draft Policy on Ethics and Conflict of Interest for external members serving on panels, sub-committees and working groups of the Board which will also apply to members of the Panel.

Annex III: Guiding principles and methodology for the performance review of members of the Technical Advisory Panel of the Green Climate Fund

1. The Technical Advisory Panel (TAP), in accordance with decision B.07/03, paragraph (f), was established to provide an independent technical assessment of and advice on funding proposals for the Board. The terms of reference of the independent Technical Advisory Panel (the TAP), approved through decision B.09/10, define the role and mandate, composition and structure, reporting, work modalities, and compensation of the TAP. The TAP is comprised of six expert members with balanced representation between developing and developed countries, with gender balance, and with collective expertise covering a range of specialties related to adaptation, mitigation, the private sector, financing, and development and implementation of projects in developing countries. Each TAP member is nominated by the Investment Committee for endorsement by the Board, for a period of three years.
2. At the tenth meeting of the Board in June 2015, the first three experts were endorsed as initial members of the Panel. These members reviewed the first set of funding proposals submitted for the Board's consideration at its eleventh meeting. At its twelfth meeting in March 2016, the Board endorsed three additional candidates, completing the roster of the Panel. In their decision, the Board noted that, with this endorsement, the Panel deviated, on an exceptional basis, from the geographic balance established in the terms of reference. A review of the Structure and Effectiveness of the Technical Advisory Panel, mandated by the Board, was presented to the Board at its eighteenth meeting, and included recommendations on the TAP's general composition, internal processes, assessments, and overall value.
3. This document includes guiding principles and the methodology for the performance review of each member of the TAP. The review shall serve a double purpose: first, to inform the process of contract renewal of the current TAP members and recruitment of new members, and second, to help the members of the TAP to gain insights on how she/he is perceived by other TAP members and stakeholders, and have an opportunity to adjust behavior and develop skills that will enable her/him to excel at her/his role.

I. Guiding principles

4. The review should:
 - (a) Take into account the accountability of the TAP to the Board of the GCF;
 - (b) Cover the entire period of each TAP member's term, which commenced in accordance with relevant decisions B.10/09 and B.12/05; and
 - (c) Be conducted with a spirit of openness and positivity towards giving and receiving feedback.

II. Methodology

5. The performance review of TAP members will be undertaken by an independent consultant or firm that will:
 - (a) Facilitate the self-assessment of the performance of TAP members with regard to the duties adopted in annex XII to decision B.09/10;
 - (b) Develop and implement an online 360-degree assessment exercise eliciting feedback from:

- (i) Members of the Board and alternate Board members;
 - (ii) Relevant individual staff members of the Secretariat;
 - (iii) Other TAP members; and
 - (iv) A sample of accredited entities.
6. The 360-degree assessment exercise will collect qualitative and quantitative feedback on the TAP members' performance in the relevant assessments in which the TAP member participated, either as lead or secondary reviewer.
7. The assessment will also include evaluation of the essential competencies for the role – technical expertise, 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, the review of relevant Funding Proposals' assessments, and the 360-degree assessment exercise;
 - (b) Provide feedback to the individual TAP members, for validation of the results and to give them valuable feedback on how their performance is perceived by other TAP members and stakeholders;
 - (c) Report to the Board the collated information on the performance review of the TAP members at the twentieth meeting of the Board to enable the Board to assess the TAP members' performance and take appropriate action;
 - (d) Keep all personal information absolutely confidential, disclosing only to those who have the agreed privilege to view the data.

Annex IV: Terms of reference of the performance review of members of the Technical Advisory Panel

I. Introduction

1. The Technical Advisory Panel (TAP), in accordance with decision B.07/03, paragraph (f), was established to provide an independent technical assessment of and advice on funding proposals for the Board. As per the terms of reference approved in decision B.09/10, the TAP is comprised of six expert members with balanced representation between developing and developed countries, with gender balance, and with collective expertise covering a range of specialties related to adaptation, mitigation, the private sector, financing, and development and implementation of projects in developing countries. Each TAP member is nominated by the Investment Committee for endorsement by the Board, for a period of three years.
2. The GCF endeavors 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 TAP.
4. The Board proposes to conduct a 360-degree assessment exercise of the TAP members. This assessment will help inform the process of contract renewal and possible parallel recruitment of TAP members, and help the TAP members to gain insights on how she/he is perceived by other TAP members and stakeholders and have an opportunity to adjust behavior 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. The firm will conduct the review in consultation with the Investment Committee, with support from the Secretariat.

II. Objective of the assignment

6. The objective of the assignment is to assist and facilitate the performance review of the TAP members in accordance with the “Guiding principles and methodology for the performance review of members of the Technical Advisory 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 conduct a 360-degree assessment exercise in which the members of the TAP would receive feedback on their performance through self-evaluation and anonymous feedback from those who work closely with the member, following the “Guiding principles and methodology for the performance review of members of the Technical Advisory Panel of the Green Climate Fund” (annex III to this document).
8. The performance review of the members of the TAP will:
 - (a) Understand the organization’s mission and the mandate and role of the TAP members;
 - (b) Identify dimensions to be measured with respect to the terms of reference of the TAP, as contained in annex XII to decision B.09/10, and the “Guiding principles and

- methodology for the performance review of members of the Technical Advisory Panel of the Green Climate Fund” (annex III to this document);
- (c) Be prepared following the assessment methodology and tools outlined in the ‘Methodology’ section of the “Guiding principles and methodology for the performance review of members of the Technical Advisory Panel of the Green Climate Fund” (annex III to this document);
 - (d) Clearly identify the technical and regional expertise contributed by each member of the Technical Advisory Panel, taking into account the need to preserve a balance in the TAP’s composition in line with the TAP’s Terms of Reference; and
 - (e) Present a detailed report to the Board, through the Investment Committee, and to each member of the TAP.
9. The assessment tool will include, but may not be limited to, the following features:
- (a) Designed to collect objective feedback from:
 - (i) Members of the Board and alternate Board members;
 - (ii) Relevant individual staff members of the Secretariat;
 - (iii) Other TAP members; and
 - (iv) A sample of accredited entities;
 - (b) Internet-based administration and data collection;
 - (c) Capacity to administer to any number of respondents mentioned in paragraph 8(a) above;
 - (d) Utmost confidentiality;
 - (e) Based on performance review processes of similar positions in comparable institutions;
 - (f) Link between the reviewed funding proposals and the respective TAP members in charge of their assessment; and
 - (g) Designed to provide tailored report and analysis with ratings, verbatim comments and graphs indicating strengths and areas for development.

IV. Deliverables

10. The deliverables include:
- (a) A detailed report to be provided to the Board, addressing the following matters:
 - (i) The criteria for reviewing performance;
 - (ii) Review of the performance of each member of the TAP against the criteria; and
 - (iii) Recommendations to the Board; and
 - (b) An interim report to be provided to the Investment Committee, containing the preliminary results of the performance review.

V. Reporting arrangements

11. The independent consultant or firm shall report to the Investment Committee, and keep the Investment Committee regularly updated with respect to progress related to the review.



VI. Duration of the consultancy

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