

Annex II: Proposed guiding principles and methodology for the performance review of the Executive Director of the Independent Secretariat of the Green Climate Fund

1. The Executive Director Performance Review Committee (ED Performance Review Committee) submits for Board consideration the following guiding principles and methodology for the performance review.

I. Guiding principles

2. The review should:

- (a) Take into account the accountability of the Executive Director to the Board of the Green Climate Fund;
- (b) Cover the whole period of the Executive Director's term of office, which commenced on 9 September 2013;
- (c) Take into account the circumstances of the Independent Secretariat's functioning in this period, recognizing that the Executive Director led the transition from the Interim Secretariat and the establishment of the permanent Secretariat in Songdo, Republic of Korea. Other major functions included:
 - (i) Assisting the Board in the process for the Initial Resource Mobilization;
 - (ii) Initiating the recruitment of staff; and
 - (iii) Guiding the Secretariat's efforts in the processing of accreditation requests of national and international implementing entities and the presentation of funding proposals;
- (d) Be conducted in line with agreed policies and principles of the GCF with respect to transparency and inclusiveness.

II. Methodology

3. The ED Performance Review Committee has analysed the processes used to review the performance of senior officials at comparable institutions and proposes that the independent external evaluation firm:

- (a) Facilitate the self-assessment of the performance of the Executive Director with regard to the duties adopted by Annex XVI to decision B.01-13/07;
- (b) Facilitate an online 360-degree leadership assessment exercise eliciting feedback from:
 - (i) All individual staff members, including direct reports;
 - (ii) All members of the Board and alternate Board members, including advisers; and
 - (iii) A representative sample of representatives of stakeholder groups, including GCF contributors and recipients; the Interim Trustee; relevant bodies under the United Nations Framework Convention on Climate Change; cooperating bilateral and multilateral institutions and agencies; the Government of the host country; and active observers;¹

¹ The Executive Director will be asked to provide at least five names from each category with whom she/he interacted.

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- (c) The 360-degree leadership assessment exercise will elicit qualitative and quantitative feedback on the following competencies:
- (i) Strategic leadership and delivery;
 - (ii) Builds organizational capacity and capability;
 - (iii) Manages people, finance and systems;
 - (iv) Mobilizes and sustains resources;
 - (v) Provides effective and timely support to the Board; and
 - (vi) Establishes and nurtures effective relationships;
- (d) Interview the Executive Director to review, complement and test the self-assessment and the results of the 360-degree leadership assessment exercise, in partnership with two representatives of the ED Performance Review Committee;²
- (e) The ED Performance Review Committee will:
- (i) Collate and review the information from the self-assessment, 360-degree leadership assessment exercise and interview; and
 - (ii) Report to the Board the collated information on the performance review of the Executive Director at the twelfth meeting of the Board to enable the Board to reach an overall assessment of performance, based on the recommendation of the ED Performance Review Committee.

² One from a developing country and one from a developed country.