

Annex III: Terms of reference for the independent external evaluation firm

I. Introduction

1. Paragraph 3 of the Governing Instrument establishes the Green Climate Fund (GCF) as “a continuously learning institution guided by processes for monitoring and evaluation”. This principle is applicable to all aspects of the operations of the GCF, including its projects and programmes, as well as the functioning of its Secretariat.
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 Secretariat. Paragraph 20 of the Governing Instrument provides that “The Secretariat will be headed by an Executive Director with the necessary experience and skills, who will be appointed by and be accountable to the Board”.
4. The Board proposes to conduct a 360-degree leadership assessment exercise of the Executive Director (Assessee) of the GCF Secretariat. This would help the Assessee to gain insights on how she/he is perceived by other staff 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 RFP seeks to identify an independent external evaluation firm that will assist the Executive Director Performance Review Committee (ED Performance Review Committee) in undertaking 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 Assessee as per the “Proposed guiding principles and methodology for the performance review of the Executive Director of the Independent Secretariat of the Green Climate Fund” (Annex II to decision B.11/06).

III. Scope and focus of the assignment

7. The independent external evaluation firm would design/offer a powerful leadership development tool to conduct a 360-degree leadership assessment exercise in which the Assessee would be able to reflect through self-evaluation and receive anonymous feedback from the people with whom she/he works closely as per the “Proposed guiding principles and methodology for the performance review of the Executive Director of the Independent Secretariat of the Green Climate Fund” (Annex II to decision B.11/06).
8. In general, the tool will include, but may not be limited to, the following features:
 - (a) Designed to collect objective 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
- (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 top-level executives in comparable institutions.
9. The consulting firm would follow the following process:
- (a) Understand the organization's mission and the mandate and role of the Assessee;
 - (b) Identify dimensions/behaviours to be measured with respect to the terms of reference of the Assessee adopted by the Board in decision B.01-13/07 (Annex XVI to the decision) and the "Proposed guiding principles and methodology for the performance review of the Executive Director of the Independent Secretariat of the Green Climate Fund", adopted by decision B.11/06 (Annex II);
 - (c) Draft and finalize the questionnaire for the 360-degree leadership assessment exercise based on consultation with the ED Performance Review Committee;
 - (d) Facilitate the steps outlined in paragraph 3 of the "Proposed guiding principles and methodology for the performance review of the Executive Director of the Independent Secretariat of the Green Climate Fund", adopted by decision B.11/06 (Annex II);
 - (e) Present a detailed report to the ED Performance Review Committee and to the Assessee; and
 - (f) Work closely with the ED Performance Review Committee in each stage of the assignment.

IV. Duration of the consultancy

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

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