

Annex X: Performance criteria and measurement procedures of the Executive Director of the Green Climate Fund Secretariat

I. Guiding principles

1. The Executive Director's performance criteria and measurement procedures (Performance Framework) is based on, but not limited to, the following principles:
 - the accountability of the Executive Director to the Board of the Green Climate Fund;
 - the compliance with Board decisions and the guidance provided by the Co-Chairs of the Board.
 - the application of the Policy on Ethics and Conflicts of Interest for the Executive Director of the Green Climate Fund Secretariat pursuant to decision B.10/13;
 - the functions of the Secretariat as provided in the Governing Instrument, and the Executive Director's primary roles and responsibilities, as provided in decision B.12/22; and
 - work accomplishments, competencies and behavioral standards against the roles and responsibilities outlined below and in the relevant articles of his/her contract with the GCF.
2. The Performance Framework should be consistent with the Work Programme of the Secretariat .

II. Roles and responsibilities of the Executive Director¹

1. Strategic leadership and delivery

3. The Executive Director will lead the Secretariat's team of professionals, responsible to execute the day-to-day operations of the Fund to, inter alia:
 - Develop a Secretariat that will service and be accountable to the Board
 - Cultivate a work programme and annual administrative budget of the Secretariat and Trustee for approval by the Board;
 - Operationalize the project and programme cycle processes;
 - Prepare performance reports on the implementation of activities under the Fund;
 - Implement the Strategic Plan of the GCF;
 - Establish and run effective knowledge management and learning practices; and
 - Build productive relationships with members, accredited entities, and cooperating bilateral and multilateral institutions and agencies.

2. Building organisational capacity and capability

4. The Executive Director, being accountable to the Board, will inter alia:
 - Clearly articulate to the Board the Secretariat's needs and challenges in terms of staffing numbers, skills and capability;
 - Maintain the recruitment and retention of a cadre of international and local professional staff for the Secretariat, ensuring that selection is open, transparent and based on merit, taking into account geographic and gender balance, in accordance with the organizational structure and administrative budget approved by the Board;

¹ Decision B.12/22

- Effectively manage staff, and develop staff's capabilities, in order to maximize their performance and promote an inclusive and healthy working environment;
- Provide regular and structured performance feedback to Secretariat staff, including direct reports; and
- Ensure opportunities for personal learning and development for all Secretariat staff are a priority.

3. Managing GCF finance and systems

Operational management

5. The Executive Director will lead the Secretariat's efforts in supporting the Board with the continued development and implementation of:
- The Fund's operational modalities, access modalities and funding structures;
 - Specific operational policies and guidelines, including for programming, project cycle, administration and financial management, as necessary;
 - Funding criteria, modalities, policies and programmes;
 - Environmental and social safeguards and fiduciary principles and standards that are internationally accepted as best practice;
 - Monitoring and evaluation functions;
 - The Fund's Information Disclosure policy to maximize transparency, awareness of the GCF and learning;
 - Portfolio management and oversight including the timely conclusion of administrative arrangements necessary to facilitate disbursements; and
 - Criteria and application processes for the accreditation of implementing entities of the Fund.

Financial management

6. The Executive Director will lead the Secretariat's efforts in supporting the Board with the continued development and implementation of:
- A framework for the monitoring and evaluation of performance and the financial accountability of activities supported by the Fund and any necessary external audits;
 - Support the Board in arranging and concluding successful replenishment processes;
 - Prepare financial agreements related to the specific financing instrument to be concluded with an implementing entity;
 - Monitor financial risks of the portfolio; and
 - Manage the relationship with the interim Trustee including to conclude all contribution agreements.

4. Provide effective and timely support to the Board

7. The Executive Director will lead the Secretariat's team of professionals in, inter alia:
- Organizing and executing all administrative duties, including the preparation for meetings of the Board and its subsidiary bodies;
 - Reporting information on the Fund's activities and implement the Fund's communication strategy; and
 - Implementing Board decisions and guidance.

5. Establish and nurture effective relationships

8. The Executive Director will:

- Work to achieve the objective of the Fund, by establishing and maintaining effective relationships with the Fund's stakeholders, including partner Governments, the Board and its Members, and other components of the Fund including the Independent Accountability Units, as well as the Trustee, the Conference of the Parties (COP), relevant bodies under the United Nations Framework Convention on Climate Change, GCF Accredited Entities, observer organizations, multilateral, bilateral and development agencies and other stakeholders; and
- Establish and maintain effective relationships with the Government of the Republic of Korea pursuant to the Host Country Agreement; in maintaining the support provided to the offices in Songdo and ensuring that the officials of the Fund continue to enjoy the privileges and immunities associated with their official functions and status in the Republic of Korea and that Members, alternate Members, advisors and other participants of GCF Board meetings and activities are provided the essential facilities to participate in official GCF Board meetings and other events.

| | Competency area | Objective/criterion | Expected output |
|---|--|---|--|
| 1 | Strategic leadership and delivery | To execute effective and efficient programming of resources | Expeditious disbursement of resources, as directed by Board approvals and decisions |
| | | To help develop a strong network of accredited entities | A balance of accredited entities' applications presented for Board's consideration |
| | | To implement the Initial Strategic plan | <p>Successful and timely implementation of the Initial Strategic plan and the work programme of the Secretariat</p> <p>Structured dialogues organized in all regions</p> <p>Expeditious rate of readiness and project preparation support approved</p> |
| | | To implement the operations and the proposal approval processes effectively and efficiently | Programme and project cycles implemented expeditiously, including improved, streamlined and simplified operations, , in line with Board guidance |
| | | To expedite the delivery of the GCF's resources | Disbursements for approved projects have started and the rate is steadily increased |



| | | | |
|---|--------------------------------|--|--|
| 2 | Organizational capacity | To continue to develop the workforce according to need, and recruit qualified and motivated professional staff, enabling gender and geographical balance | The workforce grows in line with Board decisions and represents balance in terms of gender and geography Staff satisfaction surveys are carried out and, where necessary, responsive actions are identified and implemented |
| | | To ensure effective and efficient Secretariat structure | The structure is reviewed so that it responds directly, efficiently and effectively, to the needs the Fund |
| 3 | Administrative matters | To ensure a well-functioning financial management system | Established internal processes and procedures ensure high quality management of financial resources Effective and efficient application of risk register and risk and investment policies |
| | | To prepare and present policy and procedural options for Board's consideration, as appropriate | Quality documents are drafted in a timely manner for the Board's consideration and implemented when agreed by the Board, with further guidance provided by Co-Chairs, when requested |
| | | To execute contribution agreements and arrangements | All signed contribution agreements and arrangements are executed in a timely and efficient way |
| | | To ensure the start and completion of the replenishment process | Replenishment procedures agreed by the Board are executed in a timely and efficient manner |

| | | | |
|---|--|--|---|
| 4 | Support to the Board | To present quality documents for Board's consideration | Timely submission of quality draft documents Board proceedings recorded (through live streaming, accurate decisions and reports of the meetings) |
| | | To strive for open and regular communication with the Board and the Co-Chairs | Regular calls on issues pertinent to the operations, priorities and reputation of the GCF ensuring that the Co-Chairs are notified in a timely manner |
| | | Take appropriate actions necessary to respond to COP guidance | Report to the COP submitted with actions and measures taken to address COP guidance |
| 5 | Relationships with stakeholders | Targeted communications and outreach | Factual, timely and constructive information on the GCF operations Targeted annual communication and outreach events |
| | | To strengthen relationship with National Designated Authorities (NDAs), accredited entities and observer organizations | Targeted outreach activities and active participation in events with the NDAs, accredited entities and observer organizations |
| | | To continue to ensure a positive relationship with Host country | Regular communication with the Host country through progress in handling of GCF related matters as per the Headquarters Agreement |



| | | | |
|--|--|--|--|
| | | To facilitate a wide coverage of privileges and immunities for the GCF | Increased number of Agreements on Privileges and Immunities signed with countries |
| | | To engage in relevant global fora and international events | Attendance at relevant UNFCCC events Participation in other climate related events targeting GCF stakeholders |

Methodology

9. The Executive Director's performance review should consider qualitative and quantitative feedback, using multiple methods, which may include self-assessment, yearly 360-degree feedback, mid-year and end of year performance discussions with the Co-Chairs of the Board of the Green Climate Fund, as well as an overall performance evaluation as may be decided by the Board in accordance with the Guidelines Principles and the Roles and Responsibilities detailed above.
 - (a) At the end of year performance discussion, the Co-Chairs, in consultation with the Board, will recommend one of the four performance ratings, pursuant to the Performance Management and Development System (Superior, Fully Competent, Competent and Unsatisfactory) for Board approval.
10. Annual performance reviews will be shared with the Board on a confidential basis.
11. The means of verification of the performance results shall be presented to the Board through multiple reports submitted for Board's consideration, including the Work Programme of the Secretariat, report on the status of Fund's pipeline, report on the activities of the Secretariat, report of the Readiness and Preparatory Support Programme, status of the Staffing of the Secretariat and other relevant updates.
12. The Executive Director is also instructed to develop an annual personal work plan, based on this Performance Framework and the Work Programme of the Secretariat, which will be agreed with the Co-Chairs.
13. The personal work plan should outline individual-level core and general objectives, including metrics and weightings, which will assist the Co-Chairs in rating the performance of the Executive Director.
14. The personal work plan could also include developmental goals and opportunities and will form the basis of the annual performance assessment of the Executive Director, in addition to other sources mentioned in paragraph 11 above.
15. The Performance Framework will stand as policy document for all Executive Directors of the Secretariat and shall be updated periodically.
16. The Performance Framework will also serve as an input for an independent evaluation of the performance of the Executive Director, which could commence one year before the conclusion of the term of the Executive Director.