
Annex II: Terms of reference for the review of the effectiveness of committees, panels and group established by the Board

I. Objective

1. The overall objective of the review is to assess the effectiveness of and lessons learned by the committees, panels and group established by the Board in supporting the Board to operate efficiently, and make recommendations to the Board in this regard, including their continued necessity.

II. Scope

2. The scope of the review shall consist of:
- (a) An assessment of the effectiveness of the Board's current use of committees, panels and groups, taken as a whole, as further set out in section III;
 - (b) An assessment of the effectiveness of each committee, panel and group established by the Board,³ as further set out in section IV; and
 - (c) Making recommendations to improve the effectiveness and efficiency of the work of the committees, panels and group to support the Board to operate more effectively and efficiently.

III. Assessment of the Board's use of current committees, panels and groups

3. Taking into consideration lessons learned, this element of the review shall include:
- (a) An assessment of the Board's use of the committees, panels and groups as a whole, and the role they play in the Board's decision-making process, including the extent to which decisions recommended by the relevant committee, panel or group are adopted by the Board;
 - (b) An assessment of the level of cooperation, coordination and/or consultation among the committees, panels and group;
 - (c) An assessment of the distribution of responsibilities among, and comparative workload of, the committees, panels and group;
 - (d) An assessment of whether the current committees, panels and group address all matters that are delegated to them by the Board and/or whether there is any duplication of mandates among them; and
 - (e) A comparative analysis of the use of Board committees in other multilateral funds and international institutions.

IV. Assessment of effectiveness of each committee, panel and group

4. This element of the review shall include an assessment of the performance, lessons learned, effectiveness, and efficiency of each committee, panel and group considering its terms

³ Except for the Accreditation Panel and the independent Technical Advisory Panel.

of reference and other mandates delegated to it by the Board, and taking into account for this purpose:

- (a) The modality and frequency of its meetings, including arrangements for virtual meetings;
- (b) The modes of operation of the proceedings of the relevant committee, panel or group;
- (c) Its responsiveness to mandates delegated to it by the Board;
- (d) The quality and usefulness of its recommendations to the Board;
- (e) Its historic workload;
- (f) The projected workload of the relevant committee or group considering the full operationalization of GCF, the ongoing implementation of the Strategic Plan for GCF and the Board's workplan for 2018, and any ongoing mandates delegated to it by the Board as well as the projected need for each committee, panel or group;
- (g) The committee or group's composition, including in terms of gender balance, geographic representation and technical expertise, as well as the frequency of changes in membership;
- (h) The quality and adequacy of the minutes or records of the meetings of each committee, panel or group; and
- (i) The current and potential role of the committee, panel or group to add value to the institutional or operational activities of GCF.

V. Deliverables

5. The outcome of the review shall take the form of a detailed report that sets out, inter alia:

- (a) The results of the assessments described in sections III and IV of these terms of reference; and
- (b) Based on the results of the assessments referred to in sections III and IV, recommendations on:
 - (i) The usefulness of each committee, panel or group and, if the continuance of the committee, panel or group is recommended, any recommendations to increase its usefulness, efficiency, or effectiveness, including in relation to its practices, composition or activities for which it should or should not be responsible in the future, especially in regard to the activities undertaken by other committees, panels or groups. Additionally, recommendations may propose amendments to the terms of reference, or dissolution, of the relevant committee, panel or group;
 - (ii) The establishment of any new committees to address gaps identified as part of the assessments and to enhance the Board's decision-making;
 - (iii) Any appropriate modalities for consultation or collaboration, establishment of synergies, or exchange of information among relevant committees, panels and groups; and
 - (iv) Any other relevant or pertinent matter based on the assessments conducted by the independent consultant or firm.

VI. Methodology

6. The independent consultant or firm shall:
 - (a) Review the following documentation:
 - (i) The current terms of reference of each committee, panel and group;
 - (ii) Any Board decisions mandating actions to a committee, panel or group;
 - (iii) Reports of the committees, panels and group to the Board;
 - (iv) Decisions adopted by the Board following a recommendation by a committee, panel or group; and
 - (v) Minutes or records of any meetings of a committee, panel or group; and
 - (b) Conduct interviews with or take written or oral input from the following persons:
 - (i) Members of the committees, panels and group, including their advisers;
 - (ii) Other members or alternate members of the Board;
 - (iii) The Secretariat's liaison for each committee, panel or group;
 - (iv) Staff members of the Secretariat or independent units who engage with the committees, panels or group on matters of substance; and
 - (v) Any other relevant source.

VII. Reporting

7. The final detailed report prepared by the independent consultant and referred to in paragraph 6 above will be presented to the Board for consideration.