

Annex I: Terms of reference of the independent external human resources firm to support the performance evaluation and performance-related pay systems of Board-Appointed Officials

I. Introduction

2. The Board of the Green Climate Fund would like to implement a scheme of performance oversight for its Board-Appointed Officials. The Performance Oversight Committee (POC, or Committee) has been specifically created to oversee the performance of Board-Appointed Officials. In carrying out its role, the Committee needs specialist support to undertake the full performance evaluation cycle up to award of performance, where applicable.

II. Objective of the Assignment

3. The independent external human resources firm (the Firm) will be expected to guide and support the Committee through the entire performance evaluation process, including the 360-degree feedback exercise, and set up the methodology for future evaluations.

III. Activities to be undertaken by the firm

- (a) Provide internationally respected consultancy services to assist the Committee Chair and its Members in undertaking the annual performance review of Board-Appointed Officials through the entire performance evaluation process, and as necessary including performance pay award, as outlined in annex II and III;
- (b) Collaborate with Board-Appointed Officials and their respective Board Committee Representatives (two, both developed and developing country constituencies) or Co-Chairs (the Supervisor) to develop clear objectives, in line with their respective KPIs, for evaluating their performance at the beginning of the annual performance period. For the purpose of the 2020 review, the Firm will build upon the current set of objectives and assist in presenting these to the Committee. The Supervisor will be appointed by the Board and advised by the Co-Chairs;
- (c) Engage with Board-Appointed Officials to identify their respective supervisors and stakeholders, then undertake twice each year, a structured questionnaire to identify the strengths and areas of improvement of each incumbent;
- (d) Develop a confidential report analyzing the results for the POC and the Board and, as requested, provide clarification;
- (e) Support the POC in providing feedback to Board-Appointed Officials; and
- (f) Support the POC in creating a development plan for each Board-Appointed Official which will be evaluated in a subsequent review period.

IV. Expected deliverables

4.1 Stage 1 – Planning

- (1) Support in individual KPI development as part of annual workplans based on Unit plans and priorities for the year and personal development area;
- (2) Agreement of annual KPIs as part Board-Appointed Officials' workplan;
- (3) Attendance and presentation to Board and project stakeholders; and
- (4) Provide a report specifying the status of work.

4.2 Stage 2 – Mid-year review

- (1) Support Board-Appointed Officials in preparing a written mid-year progress report; and
- (2) Facilitate meeting between Board-Appointed Officials and first line supervisors allowing for analysis of information, provision of constructive feedback, formulate or adjust or change KPIs as needed.

4.3 Stage 3 – End of year performance assessment

- (1) Briefing with POC, review relevant documentations and agree on list of assessors;
- (2) Issue assessment: self and supervisor assessments, 360-degree questionnaire assigned and approved;
- (3) Support staff and assessors on completing the performance assessment documentation;
- (4) Set up and disseminate online survey using recommended methodology;
- (5) Ongoing support to assessors while survey is live;
- (6) Gather, analyse data and assist in providing a report; and
- (7) Feedback meeting with POC and staff being assessed.

4.4 Stage 4 – Final review

- (1) Post POC approval Report – overview of the annual performance review process (year-end, recommendation for bonuses process) for Board-Appointed Officials.

V. Confidentiality

4. This is a personal and confidential exercise, so the highest standards of confidentiality will be required.

VI. Duration of the consultancy

5. The activities and the consultancy are expected to conclude in 2020 and 2021.

VII. Qualifications

7.1 Qualifications of the firm

6. The firm must be experienced in developing performance evaluation systems, including 360-degree assessments. They must also have experience of working with International Organizations and Independent Units or have a good appreciation of the particular characteristics of such units.

7.2 Qualifications of the team

Number of personnel required:

- (a) Advanced degree in any related subject;
- (b) At least 5 years work experience in developing similar performance evaluation systems, including 360-degree assessment;
- (c) Proven work experience with international organizations;
- (d) Familiarity with the nature of work and mandate of financial institutions;
- (e) Excellent report writing skills;
- (f) The team leader should be a Senior Consultant with proven leadership qualities as well as solid knowledge of the subject matter;
- (g) 15 years of line-management experience in organizations similar to GCF, preferably experience in a line Human Resource role; and
- (h) Qualifications in executive coaching or similar areas.

VIII. Reporting arrangements

7. The consultant firm will report directly to the Performance Oversight Committee.