

DECISION B.11/06*

Agenda item 32: Other matters

The Board:

- (a) Decides on the need to undertake and conclude a review of the performance of the Executive Director by the first meeting of the Board in 2016;
- (b) Establishes an Executive Director Performance Review Committee as an ad-hoc committee of the Board in accordance with paragraphs 2(g) and 30 of the Rules of Procedure of the Board;
- (c) Adopts the terms of reference of the Executive Director Performance Review Committee, as set out in Annex I to this document.
- (d) Appoints as member of the Executive Director Performance Review Committee:
 - (i) Mr. David Kaluba;
 - (ii) Ms. Caroline Leclerc;
 - (iii) Ms. Andrea Ledward; and
 - (iv) Mr. Yingming Yang.
- (e) Reaffirms the terms of reference, including the job description and qualifications, for the Executive Director adopted by decision B.01-13/07 (Annex XVI to the decision), which will guide the performance review of the Executive Director;
- (f) Adopts the methodology for the performance review set out in Annex II.
- (g) Decides to engage the services of an independent external evaluation firm to support the Executive Director performance Review Committee;
- (h) Endorses the terms of reference of the independent external evaluation firm, as set out in Annex III to this document;
- (i) Decides that the Executive Director Performance Review Committee will engage the independent external evaluation firm following a procurement process in accordance with the Fund's procurement guidelines and supported by the Secretariat; and
- (j) Approves a budget for performance assessment process of the Executive Director, including the costs of the independent external evaluation firm of up to USD 20,000.

* This decision is published as it is adopted by the Board.

Annex I: Terms of reference of the Executive Director Performance Review Committee

I. Role and functions

1. The role of the Executive Director Performance Review Committee (ED Performance Review Committee) is: (i) to develop an appropriate methodology for assessing the performance of the Executive Director in accordance with these terms of reference, and (ii) to oversee the performance review of the Executive Director and report the results back to the Board at its first meeting in 2016.
2. In fulfilling this role, the Committee will:
 - (a) Oversee the development of a methodology for assessing the performance of the Executive Director that covers all areas of performance and seeks input from all relevant stakeholders.
 - (b) Oversee the performance review of the Executive Director, drawing on the support of an independent external evaluation firm, and in line with the process contained in Annex II to decision B.11/06.
 - (c) Report the outcome to the Board at the first meeting of the Board in 2016.

II. Membership

3. The ad hoc committee will comprise:
 - (a) Two developing country Board member and/or alternate member; and
 - (b) Two developed country Board member and/or alternate member.
4. Members of the ED Performance Review Committee will serve for its duration as per paragraph 5.

III. Duration

5. The ED Performance Review Committee will be an ad hoc committee of the Board and shall function until the earlier of:
 - (a) The conclusion of the performance assessment of the Executive Director; and
 - (b) The Board having decided to terminate the Committee.

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 in office which commenced on 9 September 2013;
 - (c) Take into account the circumstances of the Independent Secretariat's functioning in this period recognising that the Executive Director led the transition from the Interim Secretariat and the establishment of the permanent Secretariat in Songdo . Other major functions included:
 - (i) Assisting the Board in the process for the Initial Resource Mobilisation;
 - (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 presentation of funding proposals.
 - (d) Be conducted in line with agreed policies and principles of the Fund 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 propose 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 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, recipients; the Interim Trustee; relevant bodies under the United Framework Convention on Climate Change, cooperating bilateral and multilateral institutions and agencies; and the Government of the host country; active observers¹.

¹ The Executive Director will be asked to provide at least 5 names from each from each category whom s/he interacted with

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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 organisational capacity and capability;
 - (iii) Manages people, finance and systems;
 - (iv) Mobilises 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 Committee²;
- (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 of 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 developing and one from developed country

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

I. Introduction

1. Paragraph 3 of the Governing Instrument establishes the Fund as “a continuously learning institution, guided by processes for monitoring and evaluation”. This principle is applicable to all aspects of the Fund’s operations, including its projects and programmes, as well as the functioning of its Secretariat.
2. Green Climate Fundendeavours 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 degrees leadership assessment exercise of the Executive Director (Assessee) of GCF Secretariat. This would help the Assessee to gain insights on how s/he is perceived by other staff and stakeholders and have an opportunity to adjust behaviours and develop skills that will enable them to excel at their 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) undertaking the tasks described below.

II. Objective of the assignment

6. The objective of this 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 who s/he works closely with 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 of:
 - (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, recipients; the Interim Trustee; relevant bodies under the United Framework Convention on Climate Change, cooperating bilateral and

multilateral institutions and agencies; and the Government of the host country; active observers;¹

- (b) Internet-based administration and data collection;
 - (c) Capacity to administer to any number of respondents mentioned in paragraph 8, (a);
 - (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 organisation'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.01-2013/07 (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 questionnaire for the 360 degrees leadership assessment exercise based on consultation with the ED Performance Review Committee; and
 - (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 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 (6) weeks starting from the date of signature of contract by both parties, subject to adjustments as required and mutually agreed upon.

¹ The Executive Direct will be asked to provide at least 5 names from each from each category whom s/he interacted with