



**GREEN
CLIMATE
FUND**

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GCF/B.45/11

8 June 2026

Performance review of the members of the Accreditation Panel

Summary

This document presents the next steps for the performance review of six members of the Accreditation Panel, whose terms expire on 13 May 2027. Three members are in their second and final term and will not be eligible for reappointment; the other three are in their first term and may be renewed subject to a satisfactory performance review. The draft decision requests (i) the performance review of all the members of the Accreditation Panel to be undertaken by an independent consultant or firm, based on the updated terms of reference and guiding principles, with results to be presented at the forty-seventh Board meeting, (ii) the Secretariat to launch a call for experts to the Accreditation Panel and (iii) the Operations and Portfolio Committee to nominate members of the Accreditation Panel for the consideration by the Board at its forty-seventh meeting

I. General mandate

1. The Accreditation Panel (AP) was established by decision B.07/02, paragraph (g), as an independent technical panel to advise the Board on matters related to the accreditation of entities to the GCF. Furthermore, the AP is in charge of conducting the accreditation process in accordance with its terms of reference (AP Terms of Reference)¹.
2. As per the AP Terms of Reference, the members of the AP will be appointed by the Board. The members of the AP will be identified, selected and nominated by the Operations and Portfolio Committee² with the Support of the Secretariat for endorsement by the Board. In decision B.BM-2017/03, paragraph (a), the Board decided that prior to the expiry of each of their terms of membership of the AP, each member of the AP shall undergo a performance review and that any such member shall only be eligible for a subsequent term of membership of the AP if the Board considers that the outcome of the relevant performance review is satisfactory.
3. With the same decision B.BM-2017/03, paragraphs (c) and (d), the Board also adopted, respectively, the guiding principles and methodology for the performance review of members of the AP and the terms of reference for the performance review of the members of the AP. These two documents remain relevant but require a revision to reflect updates to certain document references contained in them, given that the AP Terms of Reference were updated in 2024.
4. The current AP is composed of six members, three of them in their second and final term and the other three in their first term: all six were appointed by the Board in Decision B.BM-2024/03 for a three year-term ending on 13 May 2027.
5. With the conclusion of the current terms for all six members of the AP on 13 May 2027, this document presents the next steps regarding the review and appointment of members of the AP. The present review of individual performance and potential reappointment of members of the AP is independent from the broader review of the Accreditation Panel as an advisory body, which was decided by the Board through decision B.44/08. The broader review will focus on the objectives, role, structure, governance and operational modalities of the Accreditation Panel in support of the Revised Accreditation Framework (RAF). The findings of the broader review will, in turn, inform future appointments to the AP.

II. Overview of the membership of the Accreditation Panel

6. The current members of the AP are listed in the table below. Three members are currently in their second and final term (i.e. Mr. Ben Boxer, Ms. Diana Isiyee and Ms. Natalie Unterstell) and the other three members are in their first term (Ms. Sandra Abiola, Ms. Yasmin Saadat and Ms. Irene Nakiwu Koksaeter).

¹ Updated the terms of reference of the Fund's accreditation panel as contained in annex II to document GCF/B.39/05/Rev.01 adopted by decision B.39/05.

² Through decision B.44/16 paragraphs (a), (e) and (f) the Board, respectively, established the Operations and Portfolio Committee and confirmed it would succeed to the Accreditation Committee for all relevant mandates.

Table 1: Current membership of the Accreditation Panel and term

Accreditation Panel member	Nationality	Board decision	Area of expertise	Expiration of three-year term
Mr. Ben Boxer	United Kingdom	Decision B.BM-2024/03 (second and current term) Decision B.BM-2020/13 (for first term)	Fiduciary	13 May 2027
Ms. Diana Isiye	Kenya	Decision B.BM-2024/03 (second and current term) Decision B.33/06 (for first term)	Fiduciary	13 May 2027
Ms. Natalie Unterstell	Brazil	Decision B.BM-2024/03 (second and current term) Decision B.BM-2020/13 (for first term)	ESS and gender	13 May 2027
Ms. Sandra Abiola	South Africa	Decision B.BM-2024/03 (for first term)	ESS and gender	13 May 2027
Ms. Yasmin Saadat	Iran (Islamic Republic of)/United Kingdom of Great Britain and Northern Ireland	Decision B.BM-2024/03 (for first term)	Fiduciary	13 May 2027
Ms. Irene Nakiwu Koksater	Uganda/Norway	Decision B.BM-2024/03 (for first term)	ESS and gender	13 May 2027

7. In line with decision B.BM-2017/03, paragraph (a), the draft decision contained in annex I to this document requests that the performance review of all AP members with the results be presented at the forty-seventh meeting of the Board. Annex II to this document contains the guiding principles and methodology for the performance review. Subject to the Board considering the outcome of the relevant performance review as satisfactory and in line with the AP Terms of Reference regarding the selection and appointment of AP members, the Board may then consider renewing the appointment of the AP members who are currently in their first term for a subsequent term of membership.

III. Recruitment of Accreditation Panel members

8. The steps below will be followed to implement the AP Terms of Reference regarding the identification, selection, nomination and appointment of AP members. This process has been similarly applied in the selection and appointment of AP members endorsed by the Board in decisions B.08/20, paragraph (a), B.BM/2015/01, B.13/07, paragraph (a), B.BM-2018/02, B.BM-2020/13, B.33/06 and B.BM-2024/03:

- (a) Call for experts by the Secretariat;
- (b) Proposal and recommendation by the Secretariat of candidates to the Operations and Portfolio Committee for its consideration to nominate AP members;
- (c) Selection and nomination of AP members by the Operations and Portfolio Committee;
- (d) Submission of the candidates nominated by the Operations and Portfolio Committee for consideration and endorsement by the Board; and
- (e) Board decision regarding the appointment of AP members.

9. Given that three of the AP members are in their second and final term, expiring on 13 May 2027, the draft decision contained in annex I requests the Secretariat to launch the call for experts for at least three new AP members, in line with the aforementioned process. The recommendation of the Operations and Portfolio Committee may be presented to the Board for its consideration at its forty-seventh meeting.

IV. Recommended action by the Board

10. It is recommended that the Board:
- (a) Take note of the information presented in document GCF/B.45/11 titled “Performance review of the members of the Accreditation Panel”; and
 - (b) Adopt the draft decision presented in annex I to this document.

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.45/11 titled “Performance review of the members of the Accreditation Panel”:

- (a) Reaffirms that, prior to the expiry of each of their terms of membership of the Accreditation Panel, each member of the Accreditation Panel shall undergo a performance review and that any such member shall only be eligible for a subsequent term of membership of the Accreditation Panel if the Board considers that the outcome of the relevant performance review is satisfactory;
- (b) Adopts the updated guiding principles and methodology for the performance review of members of the Accreditation Panel as set out in Annex II to document GCF/B.45/11;
- (c) Endorses the updated terms of reference for the performance review of the members of the Accreditation Panel as contained in Annex III to document GCF/B.45/11;
- (d) Requests the Secretariat to promptly procure the independent consultant or firm for conducting the performance review with the aim of presenting the outcome of such review to the Board for its consideration at its forty-seventh meeting; and
- (e) Also requests the Secretariat to promptly launch the call for experts to the Accreditation Panel, and the Operations and Portfolio Committee to select and nominate members of the Accreditation Panel for the consideration by the Board at its forty-seventh meeting.

Annex II: Guiding principles and methodology

1. The Board, per decision B.07/02, paragraph (g), established the GCF's Accreditation Panel (AP) as an independent technical panel to advise the Board on matters related to the accreditation of entities to the GCF.
2. The scope of the AP's responsibilities is defined in the terms of reference of the AP.
3. This document provides the guiding principles and the methodology for the performance review of each member of the AP.

I. Guiding principles

4. The review should:
 - (a) Take into account the accountability of the AP to the Board of the GCF;
 - (b) Cover the entire period of each AP member's term; and
 - (c) Be conducted with a spirit of openness and positivity towards giving and receiving feedback.

II. Methodology

5. The performance review of AP members will be undertaken by an independent consultant or firm that will:
 - (a) Facilitate the self-assessment of the performance of AP members with regard to the duties as described in the AP terms of reference; and
 - (b) Develop and implement an online 360-degree assessment exercise eliciting feedback from:
 - (i) A sampling of members of the Board and alternate Board members;
 - (ii) Relevant individual staff members of the Secretariat;
 - (iii) Other AP members; and
 - (iv) A sample of accredited entities.
6. The 360-degree assessment exercise will collect qualitative and quantitative feedback on the AP members' performance, including their contributions within their technical expertise, in line with the AP's terms of reference:
 - (a) Governance systems, financial management, audit and control framework;
 - (b) Project management cycle and activity oversight;
 - (c) Transparency, investigation and anti-fraud provisions;
 - (d) Environmental and social safeguards and environmental and social management systems;
 - (e) Financial intermediation and/or financial sector supervision and oversight; and
 - (f) Experience in working in/with developing countries.
7. The assessment will also include evaluation of the essential competencies for the role – integrity, ethical behaviour, teamwork, communications, and ability to meet deadlines.

8. The independent consultant or firm will:
 - (a) Collate and review the information from the self-assessment, 360-degree assessment exercise and interview;
 - (b) Provide feedback to the individual AP members, for validation of the results and to give them valuable feedback on how their performance is perceived by other AP members and stakeholders;
 - (c) Report to the Board, through the Secretariat, the collated information on the performance review of the AP members to enable the Board to reach an overall assessment of performance, taking into account the recommendation of the independent consultant or firm; and
 - (d) Keep all personal information absolutely confidential, disclosing only to those who have the agreed privilege to view the data.

Annex III: Terms of reference of the performance review of members of the Accreditation Panel

I. Introduction

1. The Accreditation Panel (AP), in accordance with decision B.07/02, paragraph (g), was established as an independent technical panel to advise the Board on matters related to the accreditation of entities to the Green Climate Fund (GCF). Furthermore, the AP is responsible for conducting the accreditation process in accordance with its terms of reference. The AP is composed of six experts for one term of three years as endorsed by the Board in the relevant decisions.
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 AP.
4. The Board proposes to conduct a 360-degree assessment exercise of the AP members (Assesseees). This would help the Assesseees to gain insights on how she/he is perceived by other AP members 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 Request for Proposals (RFP) seeks to identify an independent external evaluation firm that will undertake 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 Assesseees in accordance with the “Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund” (Annex II to this document).

III. Scope and focus of the assignment

7. The independent consultant or firm would design/offer a powerful development tool to conduct a 360-degree assessment exercise in which the Assesseees would be able to reflect through self-evaluation and receive anonymous feedback from the people with whom she/he works closely as per the “Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund” (Annex II to this document).
8. In general, the tool will include, but may not be limited to, the following features:
 - (a) Designed to collect objective feedback from:
 - (i) A sampling of members of the Board and alternate Board members;
 - (ii) Relevant individual staff members of the Secretariat;
 - (iii) Other AP members; and
 - (iv) A sample of accredited entities;
 - (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 similar positions in comparable institutions.
9. The scope of the performance review of the members of the AP will include:
- (a) Understand the organization's mission and the mandate and role of the Assesseees;
 - (b) Identify dimensions/behaviours to be measured with respect to the terms of reference of the AP, and the "Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund" (Annex II to this document);
 - (c) Draft and finalize the questionnaire for the 360-degree assessment exercise;
 - (d) Facilitate the steps outlined in the 'Methodology' section of the "Guiding principles and methodology for the performance review of members of the Accreditation Panel of the Green Climate Fund" (Annex II to this document); and
 - (e) Present a detailed report to the Board, through the Secretariat, and to each Assessee.

IV. Deliverables

10. The deliverables include a detailed report that addresses the following matters:
- (a) The criteria for reviewing performance;
 - (b) Review of performance of each members of the AP against the criteria; and
 - (c) Recommendations.

V. Reporting arrangements

11. The detailed report referred to in paragraph 10 above prepared by the independent consultant or firm will be provided to the Board.
12. The independent consultant or firm shall keep the Board regularly updated with respect to progress related to the performance review via the Board or Board-approved representative(s).

VI. Duration of the consultancy

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