

ROLE SPECIFICATION

for the position of **CHIEF EXECUTIVE OFFICER
AND CHAIRPERSON**

with **GLOBAL ENVIRONMENT FACILITY**

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THE ORGANIZATION

The Global Environment Facility (GEF) was established in October 1991 as a \$1 billion pilot program in the World Bank to assist in the protection of the global environment and to promote environmental sustainable development. The GEF would provide new and additional grants and concessional funding to cover the "incremental" or additional costs associated with transforming a project with national benefits into one with global environmental benefits.

The United Nations Development Programme, the United Nations Environment Program, and the World Bank were the three initial partners implementing GEF projects.

In 1994, at the Rio Earth Summit, the GEF was restructured and moved out of the World Bank system to become a permanent, separate institution. The decision to make the GEF an independent organization enhanced the involvement of developing countries in the decision-making process and in implementation of the projects. Since 1994, however, the World Bank has served as the Trustee of the GEF Trust Fund and provided administrative services.

An independent financial organization, the GEF provides grants to developing countries and countries with economies in transition for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. These projects benefit the global environment, linking local, national, and global environmental challenges and promoting sustainable livelihoods.

Today, the GEF is the largest funder of projects to improve the global environment. The GEF has allocated \$10.7 billion, supplemented by more than \$50 billion in co-financing, for more than 2,900 projects in more than 165 developing countries and countries with economies in transition. Through its Small Grants Programme (SGP), the GEF has also made more than 13,000 small grants directly to civil society and community based organizations, totaling \$634 million.

The GEF partnership includes 10 agencies: the UN Development Programme; the UN Environment Programme; the World Bank; the UN Food and Agriculture Organization; the UN Industrial Development Organization; the African Development Bank; the Asian Development Bank; the European Bank for Reconstruction and Development; the Inter-American Development Bank; and the International Fund for Agricultural Development. The Scientific and Technical Advisory Panel provides technical and scientific advice on the GEF's policies and projects.

The GEF also serves as financial mechanism for the following conventions:

- Convention on Biological Diversity (CBD)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Stockholm Convention on Persistent Organic Pollutants (POPs)
- UN Convention to Combat Desertification (UNCCD)

The GEF, although not linked formally to the Montreal Protocol on Substances That Deplete the Ozone Layer (MP), supports implementation of the Protocol in countries with economies in transition.

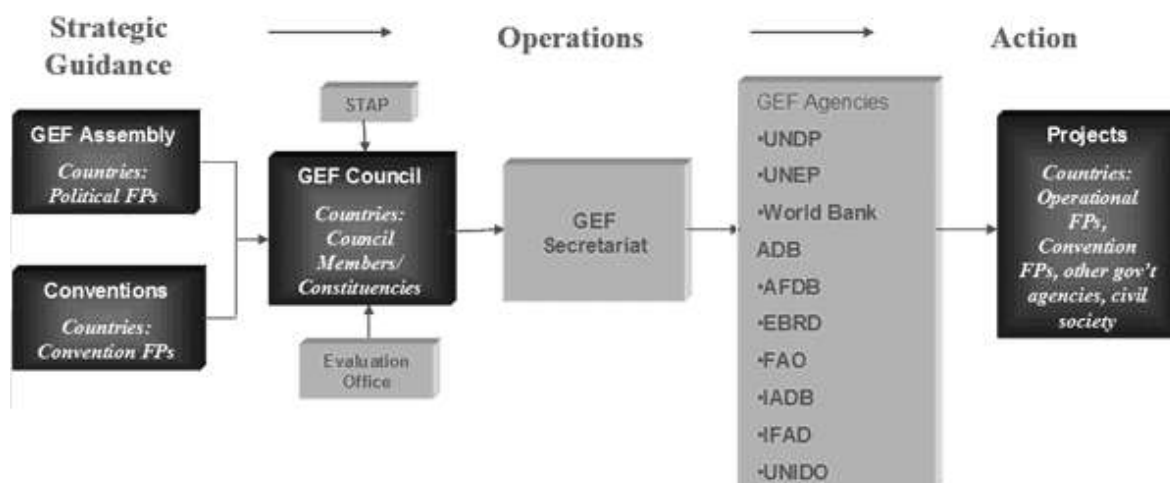
For more information, please see www.thegef.org.



THE POSITION

The GEF operates under the direction of the GEF Council, which is composed of 32 Members representing constituencies of governments and is ultimately responsible for appointing the GEF Chief Executive Officer and Chairperson of the GEF (the “CEO”). The term of the current CEO expires on July 31, 2012. The GEF Council has authorized its Selection and Review Committee (SRC) to oversee the recruitment process of a new CEO/Chairperson, who will both operatively lead the organization and raise the profile of the GEF, positioning it with strong political support and aligned stakeholders for future challenges.

The GEF Secretariat itself, construed for administrative purposes as a VPU within the World Bank, has an annual administrative budget of about \$20 million, and a staff of approximately 100 people. The organization structure is as follows:



As the leader of the largest international initiative to address global environment issues, The GEF CEO must lead the Council in:

- **Strategy Development.** The CEO will build upon the GEF’s accomplishments to date, further strengthening GEF relevance and profile and cooperate with the World Bank acting as Trustee for the GEF in the negotiations for the sixth replenishment of the GEF. This is especially important given the following two trends: first, the emerging role of new funds which creates the need to define the GEF’s position in the global environmental funding architecture in line with guidance from the environmental Conventions the GEF serves as a financial mechanism; and second how to handle the demand for increased country ownership of GEF programming and direct access to national and regional agencies which execute projects.
- **Operational Management** He/she will lead the development, adoption, and monitoring of the operational policies and programs for GEF-financed activities that respond, inter alia, to the objectives and priorities of the global environmental conventions and agreements. He/she



will provide oversight and leadership for the content of GEF's work; effectively lead the day-to-day operations with support from the GEF management officers. He/she will oversee annual budgeting, programmatic planning, and evaluation of GEF's efficacy through sensible interpretation of quantitative and qualitative output; report to the GEF Council on the on-going progress of GEF's work program; and report to the GEF Assembly on progress toward meeting GEF's overall strategic goals. The CEO will also foster increasing country ownership of (and accountability for) initiatives and streamlined GEF processes.

- **Relationship Development** The CEO will develop and sustain high-level relationships with key developed and developing country governments, and other key stakeholders to ensure the effectiveness and impact of GEF's work. Specifically, the CEO will build a compelling narrative to engage donors in the sixth replenishment of the GEF Trust Fund; oversee the administration of the other funds for which the GEF serves as Secretariat (LDCF, SCCF, NPIF, and the Adaptation Fund); build the foundation for new instruments that leverage public financing to engage private investment; manage existing and create new partnerships with top quality global and local institutions, including the GEF Agencies, that provide GEF with access, knowledge, and co-financing; identify new potential donors and raise funds to support further growth; ensure the long-run financial viability of GEF; and manage dialogue with civil society.

In exercising these responsibilities, the CEO not only globally represents the GEF and its Council as it relates to sustainable development and the environment, but also leads the interaction with different Secretariats of the global Conventions. The CEO/Chairperson is accountable to the Council for the performance of the Secretariat.

CANDIDATE PROFILE

In addition to bringing substantive experience in multi-stakeholder leadership, the ideal candidate will have demonstrated competency and passion for environmental and social issues in their prior career and view the global environment as a critical issue for sustainable development. Fund raising experience and exposure to the work of the global environmental conventions is a plus.

The successful candidate will demonstrate:

1. Leadership

- Superior communication skills including advanced public speaking and media capabilities
- Proven success as a senior leader in high-impact non-profit, governmental, multilateral, academic, or private sector organization
- Excellent leadership and interpersonal skills; ability to work effectively with and lead professionals at all levels of the organization by empowering them to take risks and act courageously



2. *Strategy and Vision*

- Experience formulating innovative strategies from concept through funding and execution
- Excellent communicator who listens but at the same time can be firm, persistent and can inspire. A strong facilitator and negotiator.
- International reputation and network in the field of economic development, including credibility and experience working in developing and emerging countries

3. *Organizational and Cultural Sophistication*

- Experience forging relationships with high-level government officials in the developed and developing world and forming diverse coalitions among government agencies, multi-lateral institutions, private sectors entities, and civil society organizations
- Experience relating to Boards of Directors and managing stakeholder relationships, on potentially contentious issues
- Demonstrated success working in a global setting with teams and operations across multiple locations and time zones

4. *Understanding of Finance*

- Experience and strong understanding of financial management evidenced by experience in leading his/her organization or managing fund raising activities.
- Experience in managing budget, financial planning and project control, and investment monitoring, being accountable of the financial results and performance and driving operational efficiency.
- Understanding and experience of large funds or trust fund.

In addition to the above and reflective of the international multi-stakeholder environment of the GEF partnership, the candidate must be fluent in written and spoken English and ideally bring a spectrum of cultural and linguistic experience.

Key competencies of the executive include:

Results-Oriented Change Leadership

The successful candidate must have strong leadership and management qualities so as to gain the confidence and trust of individuals internal and external to the GEF and its stakeholders. A mature and pragmatic doer, he/she must be able to both lead and empower cross-functional, geographically dispersed teams representing multiple stakeholders. The executive will be someone has demonstrated effective management skills with a track record of successfully tackling challenging projects in environments that are complex due to their broad geographical and cultural reach.



Cultural and Strategic Breadth

The ideal candidate must have a global perspective with respect to GEF's global focus and be prepared to apply appropriate standards in the markets around the world. The selected candidate will leverage a passion for environmental issues to advance the agenda of the GEF. Reflecting the complexity of these processes, the ideal candidate will have displayed patience, resilience and flexibility in dealing with other people, cultures, legal systems and regulatory environments, preferably in a spectrum of international settings. As an ambassador for the GEF brand and a guardian of its reputation, the ideal candidate will be comfortable defining the key strategic priorities for GEF's agenda.

Influencing and Interpersonal Skills

The ideal candidate must possess strong communication capabilities and have a broad team orientation. He/she must have the ability to influence and work effectively with cross-functional executives across a large and complex organization, credibly influencing internal and external stakeholders through the application of diplomacy to bridge conflictive interests within the GEF partnership as well as deep subject knowledge. Leveraging excellent interpersonal skills, he or she will be a persuasive oral and written communicator driven to collaborate effectively with the heads of business generation and the primary functional groups as well as with senior management and the corporation's board. In this role, he or she will be motivating other stakeholders to buy into and embrace environmental strategies aligned with the brand and positioning of the GEF.

In addition, the ideal candidate must have a career characterized by steady increases in responsibility and must be highly credible and able to inspire confidence. He/She will be a self-motivated, enthusiastic individual who demonstrates a high degree of personal integrity, honesty, and respect for others as shown through strong personal values as well as consistency between words and actions.

LOCATION

The CEO of the GEF will be based at the organization's headquarters in Washington, DC.