



# Global Environment Facility

GEF/C.22/14  
October 21, 2003

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GEF Council  
November 19-21, 2003

Agenda Item 16

## INITIAL PROPOSALS FOR THE PROCESS OF SELECTING CEO/CHAIRMAN OF THE FACILITY

**Recommended Council Decision**

The Council, having reviewed document GEF/C.22/14, *Initial Proposals concerning the Process for Selection of the CEO/Chairman of the Facility*, requests the Secretariat to prepare a revised proposal on the basis of the discussion during the Council meeting. The revised proposal should be submitted to the Secretariat for its review and approval in May 2004.

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## **I. INTRODUCTION**

1. At its meeting in May 2003, the Council noted that the process of selecting the CEO could be improved with a view to ensuring greater transparency and communication, more time for reflection and consultation within constituencies, and fuller consultation with all Council Members throughout the process. To this end, the Secretariat was requested to prepare a note for Council's review exploring options to enhance the process for selecting the CEO. The Council also requested that an interim note should be presented for its review at its meeting in November 2003.

2. In preparing the attached note, the Secretariat has drawn substantially on the note prepared by the Implementing Agencies entitled, *GEF CEO/Chairperson Search Process, October 2002 to April 2003*. The note provides a full accounting of the process that was followed to nominate a candidate for the position and offers a number of concluding observations as to important lessons for the future. That note is annexed to this paper.

## **II. PROCESS FOR APPOINTMENT/REAPPOINTMENT OF CEO**

3. The objective of the CEO selection process should be to ensure that the appointment of the CEO is guided by the best interests of the GEF, respect for the dignity of the candidates and all Council Members, and by transparency and inclusiveness at all stages.

4. The proposals in this note take as a starting point paragraph 21 of the Instrument which provides:

“The CEO shall be appointed to serve for three years on a full time basis by the Council on the joint recommendation of the Implementing Agencies. Such recommendation shall be made after consultation with the Council. The CEO may be reappointed by the Council.”

5. Taking into account the report prepared by the Implementing Agencies and the comments received by the Council, the following recommendations and considerations can be highlighted, and these have guided the proposals presented in this note:

- (a) need to extend time available for selection process to allow for greater reflection and consultations;
- (b) clear selection criteria should be agreed with the Council at the beginning of the process;
- (c) need to ensure greater communication and sufficient time for more consultation within constituencies; and
- (d) selection of CEO should be objective and transparent.

*Need to extend time available for selection process to allow for greater reflection and consultations*

6. Under the current procedure, the Council is informed at the Council meeting preceding the meeting at which the Council must decide on the appointment of the CEO of the impending conclusion of the term of the CEO, and the process of consultation with Council Members is to be conducted at least two months before the Council meeting at which the CEO is to be appointed.

7. It is proposed that the Council be informed much earlier of the expiration of the term of the incumbent CEO so as to provide: (a) time for a decision on the reappointment of the CEO, and failing which (b) sufficient time for searching for suitable candidates and consultation with Council Members and within constituencies.

8. Specifically, it is recommended that the Council be informed of the need to reflect upon the appointment/reappointment of the CEO at the Council meeting eighteen months in advance of the Council meeting immediately preceding the expiration of the term of the incumbent CEO. This more advanced notification will provide sufficient time to determine whether the incumbent CEO will be reappointed, and if not, it will allow for serious consultation and communication during the search process for a new CEO.

*Decision on Reappointment of the CEO or Initiating Search Process*

9. As noted in paragraph 21 of the Instrument, the CEO may be reappointed by the Council. As a first step in the process, it should be determined whether the incumbent CEO will be reappointed, since reappointment would mean that a selection process is not necessary. In the six month period after attention is drawn in the Council to the date of the expiration of the term of the CEO, it is proposed that informal consultations take place between the CEO and Council Members in order to assess the interest of all parties in the reappointment of the CEO. The consultations would have the two fold objective of ascertaining whether:

- (a) the Council is interested in reappointing the CEO to another term; and
- (b) the CEO is interested in accepting another term.

10. Should a consensus appear to be emerging on the reappointment of the CEO, then the Secretariat would recommend to the Council at its subsequent meeting (two meetings prior to the expiration of the CEO term) the reappointment of the CEO. The Council would be invited to approve the recommendation, and no further steps in the selection process would be necessary.

11. Should it be determined, however, that the CEO will not be reappointed, then the process for selecting a new CEO described below will be triggered.

*Clear selection criteria will be agreed with the Council at the beginning of the process*

12. At the meeting of the Council that precedes the expiration of the CEO term by at least one year, the Council would be invited to review and approve terms of reference for the CEO. The terms of reference would emphasize the leadership, managerial and communication skills required of the CEO. A draft TOR will be prepared by the GEF Secretariat, in consultations with the Implementing Agencies, for consideration by the Council.

13. In advertising the position, the “net should be cast widely.” When the Council is invited to approve the terms of reference for the CEO, it will also be invited to approve the outlets through which the position will be advertised and a budget associated with such advertisements and other steps in the process.

*Enhancing the objectivity and transparency of the selection process*

14. Objectivity of the selection process should be enhanced by clear selection criteria set forth in the terms of reference.

15. It is recommended that an independent specialized recruitment services firm be identified and contracted to work on the selection process. The Council is invited to consider this recommendation and to indicate whether such a firm should be recruited. If a firm is to be recruited, the Council will be invited to approve the terms of reference for the firm. It is proposed that as a first step, the independent firm, assisted as necessary by a committee comprised of senior representatives of the Human Resource Departments of the three Implementing Agencies will be requested to screen all applications to generate a list of qualified applicants applying for the position.

16. A committee comprising senior representatives designated by the three Heads of the Implementing Agency will be established to oversee the remaining steps of the selection process. The Council will be informed of the composition of this committee. Another option would be to have the committee comprised of the three Heads of the Implementing Agency. The committee will be responsible for reviewing the applications of all qualified applicants and creating a list of 4 to 6 candidates. This committee may identify other qualified candidates who may not have submitted a formal application, recognizing that senior potential candidates may require a more direct approach. The independent firm will also be available to assist this committee in its work and to review the applications of any candidates whose application is solicited by the committee in accordance with the same criteria applied to earlier applicants so as to ensure that such candidates receive the same scrutiny as others.

17. The committee will be expected to prepare a list that reflects the North-South partnership on which the GEF is founded and that takes into account principles of geographic and gender diversity.

18. The list prepared by the committee will be circulated to all Council Members and Alternates. Thereafter, informal consultations will be carried out with Council Members to further elaborate on the process that led to the list and to seek Members’ views, respond to

questions and provide clarifications. On the basis of the informal consultations, a limited number of other candidates could be added to the list if the committee so agrees. Before any candidate is added, the independent firm would be invited to review the candidate's application in accordance with the same criteria applied to earlier candidates so as to ensure that such candidates receive the same scrutiny for inclusion on the list as others.

19. The committee will circulate to all Council Members and Alternates a short list of candidates who will move forward to the next stage in the process.

20. The committee will interview short listed candidates. Such interviews should preferably be carried out in person, or if necessary through video conferencing. Reference and background checks will be carried out by the independent firm for this purpose

21. Members of the committee will consult with each Council Member to share the committee's views after the interview process and to seek additional feed back from Council Members. The consultation process should be sufficiently robust as to identify a candidate around whom consensus can be built

22. At the end of the process, the committee will propose a candidate to the Council for appointment.

23. The above process, lasting about 6 months for a decision on reappointment and 12 months for the CEO search process, is set out month by month in Table 1 below.

*Need to ensure greater communication and more consultation within constituencies*

24. As noted in the steps below, specific points have been identified in the selection process for communicating with Council Members. Extending the time for the process should provide ample time for robust consultation with the Council Members. While consultation within the constituencies is clearly the responsibility of the Council Members, the extended process should also allow for serious consultation within constituencies.

25. A member of the Secretariat will be identified to serve as Executive Secretary to the process. He/she will be responsible for ensuring that the process is followed in a timely manner, especially consultation with the Council Members and a regular flow of information. Alternatively, the Implementing Agencies on a rotating basis could be invited to appoint a staff member to serve as Executive Secretary to the process.

Council informed of expiration of term of incumbent CEO	Month 1
Informal consultations among CEO and Council Members to assess the interest of all parties in the reappointment of the CEO	Month 2-7
Council either approves reappointment of incumbent CEO or initiates process for selecting new CEO by approving TOR, process for advertising position, and budget	Month 7
TOR revised on basis of Council's comments	Month 8
Position is advertised	Month 8- Month 9
Initial screening with a view to preparing a list of all applicants meeting criteria/qualifications approved in TOR (done by outside consulting firm and with advice of committee of three IAs human resource departments)	Month 10
Preliminary list prepared by committee comprised of senior people from each of IAs. Council Members are notified in advance of members of this committee. Committee may add to list if other qualified candidates emerge.	Month 11
Preliminary list is sent to Council Members who are invited to consult with their constituencies.	Month 12
Informal consultations are undertaken with Council Members to elaborate on the process that led to the list and to seek Members' views, respond to questions and provide clarifications. On the basis of the informal consultations, a limited number of other candidates could be added to the list if the committee so agrees. Before any candidate is added, the independent firm would be invited to review the candidate's application in accordance with the same criteria applied to earlier candidates so as to ensure that such candidates receive the same scrutiny for inclusion as those already on the list.	Month 13
Short list of candidates who will move on to the next stage in the process is circulated to Council Members for their information	Month 14
Each candidate on the short list will be interviewed. Reference and background checks will be carried out by the independent firm	Month 15
Consultations with each of the Council Members to share with them the committee's views and thoughts after the interview process and to seek additional feed back from the Council Members. The consultation process should be sufficiently robust to identify a candidate around whom consensus can be built.	Month 16- Month 17
The committee will recommend to the Council a candidate for appointment to the position of CEO/Chairperson of the Facility.	Month 18
Council takes decision on appointment.	Month 19



### **III. LENGTH OF CEO TERM AND COORDINATION WITH TIMING OF REPLENISHMENT AND GEF ASSEMBLY**

26. In developing the Instrument, the GEF Assembly, the replenishment of the GEF Trust Fund, and the appointment of the CEO/Chairperson were all foreseen to occur on three year cycles. However, since the adoption of the Instrument in 1994, the replenishment of the GEF Trust Fund and the GEF Assembly have occurred every four years. The replenishment has been the major driving force behind the cycle, and it is expected that a four year replenishment cycle will continue.

27. It is therefore proposed that the Council consider taking action to adjust the timing of the GEF Assembly and the appointment of the CEO to a staggered four year cycle. Synchronizing the timing of the three events recognizes the interlinkages between them and would help ensure that the Assembly and replenishment processes are led by an experienced CEO.

28. In particular, it is proposed that the appointment/reappointment of the CEO be scheduled to occur in the year following the replenishment and Assembly. This is illustrated in Table 1.

29. It is further proposed that in extending the length of the CEO's term it be specified that the four year term of the CEO may be renewed only once.

30. It is recognized that changing the length of the term of the CEO as well as the frequency of the Assembly will require amendment of the Instrument ( in particular paragraph 13 and paragraph 21). Pending the opportunity to consider the necessary amendments at the third Assembly of the GEF, it is proposed that the Council approve the following transitional arrangements:

- (a) the third GEF Assembly to take place in the spring of 2006, after the conclusion of the fourth replenishment of the GEF Trust Fund; and
- (b) extension of the term of the current CEO, which is due to expire in July 2006, to July 2007. This would mean that the process proposed in this note would be triggered by a notification of the expiration of the term of the CEO in November 2005, 18 months prior to the Council meeting preceding the expiration of the revised term.

**Table 1**

**Staggered 4-Year Cycle for Replenishment, Assembly  
and Appointment of CEO**

	<b>YEAR 1 ➔</b>	<b>YEAR 2 ➔</b>	<b>YEAR 3 ➔</b>	<b>YEAR 4 ➔</b>	<b>YEAR 5 ➔</b>	<b>YEAR 6 ➔</b>	<b>YEAR 7 ➔</b>
		Conclusion of Replenishment				Conclusion of Replenishment	
<b>MAY</b>	<i>Council Meeting 1</i>	<b>Assembly /</b> <i>Council Meeting 1</i>	<i>Council Meeting 1</i>	<i>Council Meeting 1</i>	<i>Council Meeting 1</i>	<b>Assembly /</b> <i>Council Meeting 1</i>	<i>Council Meeting 1</i>
		CEO reappointment or Initiation of search process for new CEO	CEO appointment			CEO reappointment or Initiation of search process for new CEO	CEO appointment
<b>NOVEMBER</b>	<i>Council Meeting 2</i>	<i>Council Meeting 2</i>	<i>Council Meeting 2</i>	<i>Council Meeting 2</i>	<i>Council Meeting 2</i>	<i>Council Meeting 2</i>	<i>Council Meeting 2</i>
	Notification of end of term of CEO				Notification of end of term of CEO		

## **ANNEX A**

### **Note on GEF CEO/Chairperson Search Process, October 2002 to April 2003 (9/26/03)**

#### **Background**

1. The GEF Council at its May 2003 meeting, following the appointment of the new GEF CEO/Chairperson, agreed that the process of CEO/Chairperson selection be reviewed with the view to “ensuring greater transparency and communication, more time for consultation within constituencies, and fuller consultation with all Council Members throughout the process”. It requested the Secretariat to prepare a note to Council by November 2003 (interim) outlining options for enhancing the process with a final report due to the Council at its May meeting
2. This summary of the process followed in the selection of the new CEO has been prepared by the Secretariat of the GEF CEO Search Committee at the request of the GEF Secretariat. It summarizes the process adopted, describes the role and activities of the GEF CEO Search Committee and identifies experiences and lessons that may be of value in future GEF CEO search processes. The document leaves out all information of a confidential character.

#### **Agreeing on a Process**

3. The GEF Instrument itself and decisions taken by the Council call for the three Implementing Agencies (IAs) to recommend the appointment of a new GEF CEO through a process of timely consultations with Council Members. Unlike the present appointment, a recommendation for which was required for the May 2003 Council meeting, earlier appointments or reappointments of GEF CEOs did not involve formal search process. Hence, past practices leading to appointments were of limited guidance.
4. The three IAs through their Heads (or deputies) agreed early October 2002 to form a GEF CEO/Chairperson Search Committee (the Committee). The Committee included Klaus Toepfer, Executive Director UNEP, Zephirin Diabre, Associate Administrator, UNDP and Shengman Zhang, Managing Director World Bank, (Chair) with Lars Vidaeus, Executive GEF Coordinator in the World Bank, serving as Secretary to the Committee.
5. The Committee, on October 18, 2002 proposed arrangements for the selection of the new GEF CEO, covering job content, selection criteria, consultation arrangements, job advertising and application processing (including recruiting a reputable and qualified firm to assist) and a time bound action plan (See Attachment 3.1). The proposal reflected the views expressed by Council Members for an open and transparent process, including “casting the net wide” with an independent specialized recruitment services firm to assist in the search process. The Committee, cognizant of the importance of close consultations on the proposed arrangements, invited the views and inputs of Council Members by November 8.

6. Eleven Council Members provided comments by November 15, 2002 with the clear majority being full supportive of the proposed arrangements (summary of comments in Attachment 4). Some Members expressed concern about or sought greater clarity about the role of the research services firm which was envisaged to assist the Committee in parts of its work. Several constructive suggestions for strengthening the job description and the selection criteria were incorporated in the final version.

7. The search process arrangements, finalized based on the comments received from Council Members, were distributed to Council Members and their alternates on December 2, 2002. They included the following main steps:

<u>Step</u>	<u>Planned Completion</u>	<u>Actual Completion</u>
1. Completion of Stage I consultations with Council Members on proposed arrangements	Nov. 15, 2002	Nov.15, 2002
2a. Contracting with RSF	Dec. 7, 2002	Dec. 3, 2002
2b. Position advertised	Dec. 7,2002	Dec. 5-13, 2002
3. Applications closing (as per advertisement)	Dec. 20, 2002	Dec. 20-24, 2002
4. RSF recommends "long list" to Committee	Feb. 13, 2003	Feb. 13, 2003
5. Finalization of shortlist and initiating Stage II consultations with Council Members	March 8, 2003	March 21, 2003
6. Completion of Stage II Consultations and submission of formal recommendation	May 14, 2003	April 21, 2003

## **Budget**

8. The Committee requested, and the Council approved, a special supplement to the corporate GEF FY03 budget to cover an estimated cost of \$135,000 for employing the services of the RSF and placing advertisements in suitable journals. The costs of a Committee Secretariat to support the work of the Committee were absorbed by the World Bank under its regular budget. The supplementary budget was managed by the World Bank on behalf of the three IAs, and the World Bank also entered into the required contractual arrangements. All travel and communications costs incurred by the IA Search Committee were covered by the agencies themselves and no special GEF allocation was requested.

## Implementation of Process

9. The process was implemented as planned and on time (key events listed in Attachment 1). A two weeks delay in finalizing the shortlist was due to need for the Committee to ensure that full due diligence was completed in respect to the evaluation of applicants and nominations. The Committee's formal recommendation was delivered to Council Members three weeks ahead of the May 14 Council Meeting at which a Council decision on the next CEO was scheduled. This submission was ahead of schedule, but considered important to facilitate the full consideration of Council Members of this matter leading up to the Council Meeting.

10. The Committee conducted its business through

- 8 formal meetings spread over 6 months (dates, agenda, and decisions/actions in Attachment 2), coupled with regular informal discussions between such meetings;
- consultations with individual Council Members on proposed shortlist, and keeping Members informed through a series of E-mailed progress reports to all members and their alternates (the Committee's formal communications to the GEF Council are in Attachment 3);
- employment of a Research Services Firm (Russell Reynolds Associates of Washington DC) with responsibility to screen and evaluate all applications and nominations and to propose a "long-list" of candidates to the Committee (TORs in Attachment 5); and
- a Secretariat (the Committee Secretary supported by management and staff from the Bank's Human Resources Department's Recruitment Unit ) responsible for supporting the work of the Committee, managing Committee relations with the RSF, handling on behalf of the Committee an extensive correspondence and inquiries with candidates, nominators, candidate endorsers, Council members, and other parties connected to or interested in the search process.

## Key steps

11. The Committee's final recommendation to the Council was arrived at by taking the screening and evaluation process sequentially through the following steps:

- Based on responses to advertisements and nominations received by the RSF an *initial pool of 116 candidates* was established.
- Through initial screening and interviewing of 25 candidates the RSF recommended an *initial long-list comprising 15 names* (February 13, 2003)
- The Committee established a **revised long-list of 18 names** as a basis for determining a shortlist (March 6, 2003). This resulted from the Committee's efforts to ensure through

Council Members and the wider GEF network that all opportunities were explored to include names of potential strong candidates. As a result of this effort, three additional names were cleared for inclusion in the long list, following the application and outcome of agreed RSF screening and evaluation procedures.

- The Committee narrowed the revised long-list to a “***working list***” of 5 names (March 11, 2003).
- The Committee interviewed all 5 candidates on the “working list” (each interview based on a common set of questions) and established thereafter ***a short list of 3 names*** (March 18, 2003).
- Following telephone consultations with Council Members, the Committee finalized its ***recommendation of 1 name to the Council*** (April 21, 2002).

### **Consultations with Council Members**

12. From the initial process planning until the formulation of the final recommendation, the Search Committee closely involved and sought the views and the guidance of GEF Council members.

13. Stage I Consultations: Initially, Council members were asked to provide input into the design of the search process (Stage 1 Consultations see above). Progress reports were sent to all Council members on February 27 and March 13. In the latter communication Council members were invited to submit additional names for the Search firm and the Committee to consider prior to the finalization of the long-list.

14. Stage II Consultations: Once the Committee had established the short-list (March 21), it began immediately to consult with Council members on the names submitted. The proposed process was clearly outlined to Council members (March 13 report). The Committee did not receive any objections to or major concerns about the proposed arrangements.

15. The proposed consultation process involved two rounds of discussions to be conducted over the telephone (in a few limited cases it proved feasible for a Committee member to meet with the Council member in person). The purpose was for the Committee to be informed of any major concerns that Council members may have in respect to the composition of the shortlist and/or of any preferences Council members may have in respect to the three short-listed names.

- The first round was intended to give Council members an opportunity to seek clarification from the Committee on the process leading to the shortlist, and /or to share initial reactions with the Committee with respect to the three short-listed names.
- This was to be followed a week later by a second round to allow time for Council members to (i) share the shortlist and associated information with all members of their

respective constituencies, and (ii) for members within each constituency to hold internal consultations in their respective countries.

- Because of the difficulty of timely accessing some members, the two rounds of consultations were in practice merged into one.

16. Committee Members agreed to share the consultation responsibility between them, and hence they were each assigned the names 10 or 11 Council members to contact (each list with a representative mixture of names from Council members from developing and developed countries as well as countries with economies in transition). The Committee Secretary assisted in the consultations so as to help in its timely completion.

17. At the end of the consultations, the Committee had held personal discussions with 27 Council members, with a majority of members having been contacted twice. It had received a written response from one additional member. The remaining 4 Council members were not reachable by telephone or E-Mail despite repeated efforts by the Committee.

18. The consultation process met its objectives:

- Of the 28 Council members consulted, all but 4 (see below) had no major concerns with the composition of the shortlist. However, many of them expressed their disappointment with the fact that the list did not include a representative from a developing country. The Committee in its April 2 communication to Council Members referred to its commitment from the outset to the fullest consideration of the candidacies of developing country applicants, and provided Members with details of how such candidates as a group had been represented at the various stages of the screening and evaluation process.
- Questions of a procedural nature were raised by a number of Council Members, particularly in respect to the Committee's decision to admit names to the shortlist that had not come forward by the December 20 time closing of the vacancy advertisement in the four magazines. Committee members and the Secretary responded in full to individual members' questions, and a clarification response to commonly raised questions was also included in the April 2 communication to Council members.
- A limited number of Council members were in a position to indicate preference for a specific candidate on the shortlist. The great majority, however, indicated that intra- and inter constituency consultations on this matter were ongoing and would likely continue up to the May 14 Council meeting.
- Members of the four GEF Constituencies from the Latin American and Caribbean region indicated in writing to the Committee that they were unable to support any shortlist because of their disagreement over the selection process which was perceived to lack transparency. The Committee received a series of communications addressing these concerns, all of which were duly considered and responded to by the Committee.

## Concluding Observations

19. The experience from the above search process points to some important lessons for the future:

- *First, the search process proper, to effectively allow for consultations, takes 9-10 months.* The above process was tightly managed over 7 months. Another couple of months would have been helpful to allow for more time for consultations between the Search Committee and Council members as well as within and between GEF constituencies. This is a demanding and time-consuming process and Search Committee Members, being either Head or Deputy Head of their respective agencies, have heavy schedules; thus a 9-10 month schedule for the search process itself would also allow them to better adjust to the consultation and meeting schedules.
- *Second, the use of an independent search firm, to assist in the screening and evaluation, reinforces importantly the notion of an objective and transparent process..* Although mandated by the GEF Instrument to conduct the search, the IAs will invariably risks being viewed by some parties as advancing their own agendas. A qualified RSF offers neutral space and proven competency for screening and evaluation of applicants. The role of such a firm needs to be carefully considered and determined in agreement with the Council, which was the case under the completed search process. The Committee took the view that employing an RSF to do a “full search” (to conduct the entire search process from start to finish and come back with one name to the Committee) would not be consistent with the mandate given to the three IAs.
- *Third, clear and agreed selection criteria greatly facilitate the process.* The Committee, assisted by the RSF, gave early and detailed consideration to making the selection criteria detailed and explicit. Council Members’ own suggestions on how to strengthen them proved to be very useful. Hence, there was from the outset an important full agreement between the Committee and the Council on what criteria would be guiding the selection of the new CEO.
- *Fourth, the confidentiality of applications needs to be preserved.* The question arose in the initial planning stage as well as under the search itself as to whether the Council could be provided access to the names of candidates at the long-list stage and hence consultations with Council to start at this stage rather than at the short-list stage. As per conventional practice in all professional recruitment processes of this kind, confidential treatment of applications needs to be strictly followed so that applicant job security is not threatened, to ensure continued interests in the position, and to guarantee the credibility of the institution itself. Sharing the names on a long-list of candidates with 32 Council members would not be consistent with such practice. *Consultations with Council members on names of candidates can therefore realistically start only with the shortlist.*



- *Fifth, “casting the net wide” in the search for an executive at this level needs to allow for the possibility of going outside an original pool of applicants that respond to a time bound position advertisement. Due diligence in identifying as many qualified candidates as possible needs to be carried out, recognizing that senior potential candidates already in high positions, may wish stay out of a formal application process in favor of waiting for a personal approach from those involved in the selection. In all cases, the integrity of the process needs to be preserved, as was the case in this search, by ensuring that all candidates, whether they applied or expressed an interest in the position before or after a certain deadline, are screened and evaluated according the same agreed procedures and criteria. The final document issued to Council members on the selection process could have been more explicit on this point.*

Attachments:

1. GEF CEO Search Process – Calendar of Key Steps
2. GEF CEO Search Committee – Summary of Meeting Schedule, Agenda and Decisions taken
3. GEF CEO Search Committee Communications to GEF Council Members
4. Comments Received From Council Members on the Proposed Arrangements for Selection of a New CEO/Chairperson of the GEF
5. Terms of Reference for the Recruitment Services Firm – Russell Reynolds Associates

## **Attachment 1**

### **GEF CEO Search Process Calendar of Key Steps**

<b><u>Date</u></b>	<b><u>Event</u></b>
10/03/02	Agency Heads (or deputies) agreed to form a Search Committee
10/16/02	Committee conducted its first meeting in Beijing (on margins of GEF Assembly)
10/18/02	The Committee communicated proposed search arrangements to Council Members and sought their guidance and input
11/07/02	GEF CEO sought Council Members agreement to a special GEF budget supplement to cover incremental cost of search process
12/02/02	The Committee Secretary communicated to Council Members search arrangements as finalized based on Council members input.
12/03/02	The World Bank on Behalf of the Committee entered into contract with Russell Reynolds Associates to provide recruitment services
12/05/02	CEO position advertised in Economist (Dec 7), Ambio and Nature (Dec 5) and Science (Dec 13)
12/16/02	The Committee met with the Recruitment Services Firm (RSF) to brief the team and review its work program
02/07/03	The RSF submitted its confidential report on the screening and initial assessment of applicants and nominees
02/13/03	The RSF presented its report to the Committee
02/24/03	The Committee met to continue its review of RSF's recommendations
02/27/03	The Committee Chair sent progress report to Council and inviting Council Members to send any additional name suggestions to Firm
03/06/03	The Committee met to continue its discussion of shortlist preparation
03/11/03	The Committee met to continue its discussion of shortlist preparation
03/13/03	The Committee Secretary on behalf of the Committee invited the Council members' views on proposed arrangements for consultations on shortlist
03/18/03	The Committee met to interview the final group of five candidates
03/21/03	The Committee Secretary on behalf of Committee informed Council Members of finalized shortlist
04/02/03	The Committee formally responding to Council Members early feedback from consultations on shortlist
04/11/03	The Committee met to consider feedback from consultations with Council members on short list and prepare recommendation for CEO selection
04/21/03	The three Heads of Agencies advised Council Members of their recommendation for selection of GEF CEO.

## **Attachment 2**

### **GEF CEO SEARCH COMMITTEE**

#### **Summary of Meeting Schedule, Agenda and Decisions/Actions taken**

<b>Meeting Date</b>	<b>Main Agenda Items</b>	<b>Key Decisions/Actions Taken</b>
October 16, 2002	To agree on a time-bound plan of action for the Committee to deliver on its mandate and on details to communicate to Council Members	Proposed arrangements for selection of new CEO with request to Council Members for their input issued October 11.
December 16, 2002	Committee briefed the Recruitment Services Firm (RSF) team on job content and selection criteria. RSF provided its views on search process views	Originally envisaged advertising response target date of December 20, should be flexible to allow for further nominations and expressions of interests. January 31 was adopted as a reasonable extended date. Agreement on format of Search Firm's presentation of its initial screening of candidates for February 13 meeting, including relative weights of selection criteria.
February 13, 2003	Presentation by RSF of process and outcome of initial screening and evaluation of applicants and nominations . Initial Committee review of "long-list" as proposed by RSF.	Consistent with the search mandate given by the Council to the Committee, i.e. to "cast the net as wide as possible" the Committee agreed to examine opportunities to include in the search process the names of additional potential strong candidates as a means of further strengthening the "long-list" as proposed by RSF; any such names to be referred to RSF for agreed procedures of screening and evaluation
February 24, 2003	Preparation of shortlist	Further discussions on RSF's proposed long-list required. Progress report sent to Council Members on February 27, with an invitation to Members to suggest strong names for the Committee's/RSF's consideration.
March 06, 2003	Preparation of shortlist (continued)	Committee agreed on a revised long-list of names. Further discussions required to finalize, from the revised long list, a "working list" from which to prepare a shortlist to recommend to Council.
March 11., 2003	Preparation of shortlist (continued)	Final "working list" of five names agreed, all to be interviewed by the Committee on March 18.
March 18, 2003	Interview of five candidates on final "working-list"	Shortlist of three finalized. Communicated to Council Members on March 21 together with information on process of consultations with members prior to Committee recommending one name.
April 11, 2003	Review of feedback from Council Members through consultations on shortlist.	As a result of the meeting and subsequent discussions among Committee members, taking into account also the completion of the full consultation process, the Committee narrowed down the shortlist to one name . Recommendation sent by the three Heads of Agencies to Council Members on April 21, 2003..

### **Attachment 3**

#### **GEF Committee Communications to GEF Council**

<u>Attach. #</u>	<u>Date</u>	<u>Subject</u>
3.1	10/18/02	Proposed Arrangements for Selection of a New GEF CEO/Chairperson
3.2	12/09/02	Finalized Arrangements for Selection of a new CEO/Chairperson
3.3	02/27/03	GEF CEO Search Process – Progress Report
3.4	03/13/03	GEF CEO Search Process – Progress Report
3.5	03/21/03	Shortlist for the GEF/CEO Chairperson
3.6	04/02/03	Consultation Feedback
3.7	04/21/03	Recommendation for GEF CEO/Chairperson

### Attachment 3.1



Beijing, October 18, 2002

Dear Council Member,

On October 14, 2002, Mohamed El-Ashry informed you of his decision to leave the GEF when his current term expires on July 11, 2003. On the part of the three Implementing Agencies we have initiated action to deliver on our mandate to recommend to you a nomination for the next GEF CEO/Chairperson by the May 2003 Council Meeting.

As a first step, we have formed a GEF CEO Search Committee. The Committee met formally for the first time here in Beijing on October 16<sup>th</sup> to consider appropriate arrangements for completing its work, including the process of consultations. We agreed that it was of the utmost importance to inform and consult early with Council Members on the proposed arrangements for selection of the new CEO/Chairperson.

Attached you will find a summary of the proposed arrangements as we discussed them on October 16<sup>th</sup>. It covers job content and selection criteria, proposed consultation arrangements, job advertising and application processing, and a time-bound action plan. We now seek your early views and inputs on these proposed arrangements so that we can go ahead in timely manner with next steps, and request that you direct such communications to us through the Committee's Secretary, Lars Vidaeus at the World Bank (contact address as set out at the end of the attachment) before November 8<sup>th</sup> 2002.

We look forward to working with you on this important task.

Sincerely yours,

Handwritten signature of Mark Malloch Brown in black ink.

Mark Malloch Brown  
Administrator  
UNDP

Handwritten signature of Klaus Topfer in black ink.

Klaus Topfer  
Executive Director  
UNEP

Handwritten signature of Shengman Zhang in black ink.

Shengman Zhang  
Managing Director  
The World Bank

## **Proposed Arrangements for Selection of a New CEO/Chairperson of the GEF As discussed on October 16<sup>th</sup>, 2002 by the Search Committee Established by the three Implementing Agencies**

On October 14, 2002, Mohamed T. El-Ashry, formally announced to the GEF Council that he will not be seeking re-election for another term as CEO/Chairman of the GEF. Hence, a process for selection of his successor has to be initiated.

The GEF Instrument gives the Implementing Agencies the joint responsibility to submit a recommendation to the Council after consultations with the Council. Furthermore, the Council agreed in May 1997 that “it should be informed at the preceding Council meeting of the impending conclusion of the term of the CEO, and the process of consultation with Council members should be conducted at least two months before the Council Meeting”. (*Joint Summary of the Chairs*)

The Implementing Agencies have established a GEF CEO Search Committee (the Committee) at the level of Heads of Agency or their deputies, to implement the mandate assigned to them. The first meeting of the Committee took place in Beijing on October 16<sup>th</sup> at which the following proposed arrangements for timely implementation of the Committee’s mandate were agreed and put forward for consultation with Council Members and their constituencies.

### **Consultations**

The Committee will consult closely with Council Members throughout the process of selecting the new GEF CEO/Chairperson. Such consultations will at a first stage involve obtaining Council Members’ views and inputs on process and arrangements, including job content statement, criteria for selection, and procedures for advertising and screening of applications. At a second stage, the Committee will consult with Council Members for purposes of narrowing down to a selection of a final nominee from a “short-list” of candidates.

### **Job Content and Selection Criteria**

An effective search process is predicated on a clear statement and shared view of job content and selection criteria. The Committee has reviewed and agreed to a draft as a basis for consultations (Annex 1)

## Advertising, Application and Screening

While recognizing that expressions of interest may be forthcoming to the Committee through the wider network created by the GEF partnership, including that of the NGO network, the Committee finds it imperative that the GEF CEO/Chairperson position be formally advertised in suitable media, including professional journals and possibly also on the external GEF Program websites that each of the three Implementing Agencies maintain.

The Committee notes the views expressed by Council members for an open and transparent recruitment process, and that in such a context the use of specialized recruitment services firm (RSF) could be helpful to assist the Committee in its work. The Committee therefore proposes to obtain such advisory services to help it in establishing, from all applications received, a list of candidates (“long-list”) that meet the agreed selection criteria.

Specifically, the RSF would (i) screen all applications received and, (ii) recommend a “long-list” to the Committee. Aided by such a recommendation, the Committee would proceed through further screening and interviewing, as required, to establish a “short-list” of candidates.

### Time Bound Action Plan:

1. Committee completes Stage I consultations with Council members on proposed arrangements	08/11/02
2. Committee contracts with RSF and position advertised	29/11/02
3. RSF recommends “long-list” to Committee	31/01/03
4. Committee finalizes “short-list” and continues with Stage II Consultations with Council Members	03/08/03
5. Committee completes Stage II consultations and submits its formal recommendation to the GEF Council Meeting	14/05/03

### Committee Contact:

Communications with the Committee may be directed at any time to its Secretary.

Lars Vidaeus, Executive GEF Coordinator, World Bank  
1818 H Street, NW  
Washington D.C 20433  
USA  
Tel: (202) 473 4188  
Fax: (202) 522 3256  
Email: [lvidaeus@worldbank.org](mailto:lvidaeus@worldbank.org)



## **GEF CEO/Chairperson Position Job Content and Selection Criteria**

**(For the Purposes of the GEF CEO Search Committee, 2002)**

### **GEF's Mandate and Structure**

The Global Environment Facility (GEF) is a major catalyst for improving the global environment. Following a three-year pilot phase, it was formally launched in 1994 to forge cooperation and to finance actions that address four critical threats: biodiversity loss, climate change, degradation of international waters and ozone depletion. GEF is the designated financial mechanism for international agreements on biodiversity, climate change, and persistent organic pollutants. The GEF Assembly has also decided to add land degradation and persistent organic pollutants to GEF's focal areas.

During its first decade GEF allocated over \$ 4 billion, supplemented by 12 billion in co-financing, to more than 1000 projects in more than 140 developing countries and countries with economies in transition. GEF projects are carried out through a wide range of public and private partnerships. UNDP, UNEP and the World Bank Group in their capacity as GEF Implementing Agencies (IAs) have administered GEF assistance with client countries since 1991. Recently, seven other agencies (regional development banks and UN specialized agencies) were given opportunities to engage in similar arrangements as executing agencies under the Council's policy of expanded opportunities.

An independent GEF Secretariat has been established to service and report to the Assembly and the Council (main responsibilities of the Council and the Secretariat are summarized in the Annex). The Secretariat is headed by the GEF CEO/Chairman, who is appointed by and reports to the GEF Council.

GEF counts 173 countries as members, and representatives from all of them provide direction to the GEF through the GEF Assembly. GEF's governing council adopts and evaluates GEF programs. Its 32 members represent 16 developing countries, 14 developed countries, and 2 countries with transitional economies. GEF welcomes participation as observers of representatives of nongovernmental organizations in its deliberations.

## JOB CONTENT

The broad responsibilities of the CEO/Chairperson are to

- lead the Council in implementing its mandate to shape policies, programs, and projects that respond to the objectives and priorities of the global environmental conventions and agreements;
- manage the functions assigned to the Secretariat, and be accountable to the Council for the performance of the Secretariat; and to
- promote collaboration within the GEF partnership of the three IAs, as well as establishment of new partnerships designed to advance the cause of the GEF.

In exercising the first of these responsibilities, the CEO/Chairperson represents the GEF and its Council in global fora for sustainable development and the environment, and leads the interaction by the GEF with the Secretariats of the global conventions.

### **Selection Criteria**

- Strong professional background and work experience broadly in the field of environment and development.
- Internationally recognized ability to bring strong strategic thinking and other qualities needed for effective leadership in international governance structures such as the GEF Council as well as in the international fora for environment and sustainable development.
- Excellent managerial and communication skills for leading and managing the diverse and multi-sectoral staff of the GEF Secretariat keeping in mind the ultimate objective of effective program implementation.
- Thorough familiarity with the structure and operations of the international development assistance organizations and other GEF related processes.

## **Summary of Main Responsibilities of the GEF Council and the GEF Secretariat (as per GEF Instrument)**

### GEF Council

- review the operation of the GEF with respect to purpose, scope and objectives;
- approve and review GEF's operational modalities;
- monitor and evaluate GEF policies, programs, operational strategies and projects;
- review and approve the joint work programs for the GEF among the Implementing and Executing Agencies;
- act as a focal point for purpose of relations with Conference of the Parties to the conventions; and
- review and approve GEF's administrative budget and arrange for financial and performance audits of the IAs re GEF activities

### GEF Secretariat

- implement the decisions by the Assembly and the Council;
- coordinate the formulation of and overseeing the implementation of program activities, while ensuring cooperative arrangements with the Conferences of the Parties of the global conventions for which GEF serves as the financing mechanisms;
- in consultation with the IAs and EAs ensure the implementation of GEF's operational policies;
- coordinate with the Secretariats of other relevant international bodies, in particular the Secretariats of the Conventions
- work with the Trustee to enable it to carry out its responsibility

## Attachment 3.2

**From:** Lars O. Vidaeus on 12/09/2002 10:21 AM. ENV  
**To:** GEF Council Members  
**cc:** GEF CEO Search Committee, GEF CEO Search Committee Support Team, Patricia A. Bliss-Guest/Person/World Bank@WorldBank, Kristalina I. Georgieva/Person/World Bank@WorldBank, David Freestone/Person/World Bank@WorldBank, Ian Johnson/Person/World Bank@WorldBank  
**bcc:**  
**Subject:** Arrangements for selection of a new CEO/Chairperson of the GEF as finalized following consultations between the Search Committee and GEF Council Members

Dear Council Member,

On October 18, 2002 the GEF CEO Search Committee sent you a note asking for your comments and suggestions on its proposal for how to execute the Implementing Agencies' mandate to forward a recommendation to the May 2003 GEF Council on the nomination of the next GEF CEO/Chairperson.

On behalf of the Search Committee I wish to thank all of you who have written or called with helpful and constructive comments on how the proposed arrangements could be strengthened. Based on this input the October 18 document has been revised, updated, and also been made to include the TORs for the Recruitment Services Firm that the Committee has contracted with (see file attached).



GEF CEO Search Committee Arrangements finalized after Stage I Council Consultations.pdf

This document now serves as the framework and guide for how the process of selecting the next GEF CEO/Chairperson will be completed. A major activity under this process is of course to provide you with periodic updates on where the process stands, and for the Committee to consult with you as it approaches the final stages.

In closing, and further to my E-Mail message to you dated December 1 in respect to the advertisements for the GEF CEO/Chairperson position, please be informed that in addition to the advertisement appearing in "The Economist" (Dec 7), "Nature" (Dec 5) and "Ambio" (Dec 5), it will also be included in the December 13 issue of the journal "Science".

With best regards,  
Lars Vidaeus  
Secretary to the GEF CEO Search Committee

## **Arrangements For Selection of a New CEO/Chairperson Of The GEF As Finalized Following Consultations Between**

### **The Search Committee And GEF Council Members**

**(December 3, 2002)**

On October 14, 2002, Mohamed T. El-Ashry, formally announced to the GEF Council that he is not seeking re-election for another term as CEO/Chairman of the GEF. A process for selection of his successor has been put in place.

The GEF Instrument gives the Implementing Agencies the joint responsibility to submit a recommendation to the Council after consultations with the Council. Furthermore, the Council agreed in May 1997 that “it should be informed at the preceding Council meeting of the impending conclusion of the term of the CEO, and the process of consultation with Council members should be conducted at least two months before the Council Meeting”. (*Joint Summary of the Chairs*)

The Implementing Agencies have established a GEF CEO Search Committee (the Committee) at the level of Heads of Agency or their deputies, to implement the mandate assigned to them. Following its first meeting in Beijing on October 16<sup>th</sup>, the Committee informed Council Members of its proposed arrangements for consultations, job content description and selection criteria as well as for advertising, applications and screening - all to obtain Council Members’ input into the design of the process. Based on the constructive feedback received, the Committee has revised and finalized the design of the process set out below.

### **Consultations**

The Committee will consult closely with Council Members throughout the process of selecting the new GEF CEO/Chairperson, including keeping them informed of progress made. The first stage of such consultations has been completed and the Committee has obtained Council Members’ views and inputs on the process and arrangements as laid out in the October 18. At a second stage, the Committee will consult with Council Members for purposes of narrowing down to a selection of a final nominee from a “short-list” of candidates. In consulting with Council Members on the “short-list” of candidates, the Committee will explain the criteria applied in establishing such a list.

### **Job Content and Selection Criteria**

An effective search process is predicated on a clear statement and shared view of job content and selection criteria. The Committee taking into account the views expressed by Council Members has prepared and adopted such a statement to guide the selection process (Attachment 1)

## Advertising, Application and Screening

While recognizing that expressions of interest may be forthcoming to the Committee through the wider network created by the GEF partnership, including that of the NGO network, the Committee finds it imperative that the GEF CEO/Chairperson position be formally advertised in suitable media, including professional journals. Hence, a position advertisement for the GEF CEO/Chairperson is scheduled to appear in the December 7 issue of the Economist and the December 5 issues of AMBIO and Nature. Simultaneously, the advertisement will be posted on the external websites of each of the three Implementing Agencies, and AfDB, ADB, EBRD, IADB, FAO, IFAD and UNIDO have been asked to post the position announcement on their respective websites.

The Committee has noted the views expressed by Council members for an open, competitive, and transparent recruitment process, and that in such a context the use of specialized recruitment services firm (RSF) is essential to assist the Committee in carrying out its mandate. The Committee has therefore, following a competitive process, and taking into account suggestions made by Council Members, contracted with Russell Reynolds Associates, based in Washington D.C., to help manage the application and screening process leading up to a recommendation for the establishment of a “long-list” of qualified candidates from all applications, submissions of candidatures and expressions of interest received. (The TORs of the RSF are in Attachment 2).

Aided by such a recommendation, the Committee will proceed through further screening and interviewing, to establish a “short-list” of candidates, and seeking the assistance by the RSF in this process as needed.

### Time Bound Action Plan:

1. Committee completes Stage I consultations with Council members on proposed arrangements	November 15, 2002 (Completed)
2. Committee contracts with RSF and position advertised	December 7, 2002
3. Applications closing (as per advertisement)	December 20, 2002
4. RSF recommends “long-list” to Committee	February 13, 2003
5. Committee finalizes “short-list” and continues with Stage II Consultations with Council Members	March 8, 2003
6. Committee completes Stage II consultations and submits its formal recommendation to the GEF Council Meeting	May 14, 2003

### Committee Contact:

Communications with the Committee may be directed at any time to its Secretary.

Lars Vidaeus, Executive GEF Coordinator, The World Bank

1818 H Street, NW, Washington D.C 20433, USA

Tel: (202) 473 4188; Fax: (202) 522 3256

Email: [lvidaeus@worldbank.org](mailto:lvidaeus@worldbank.org)

## **GEF CEO/Chairperson Position Job Content and Selection Criteria**

**(For the Purposes of the GEF CEO Search Committee, 2002)**

### **GEF's Mandate and Structure**

The Global Environment Facility (GEF) is a major catalyst for improving the global environment. Following a three-year pilot phase, it was formally launched in 1994 to forge cooperation and to finance actions that address four critical threats: biodiversity loss, climate change, degradation of international waters and ozone depletion. Since then the GEF Assembly has decided to add land degradation and persistent organic pollutants to GEF's focal areas. GEF is the designated financial mechanism for international agreements on biodiversity, climate change, and persistent organic pollutants.

During its first decade GEF allocated over \$ 4 billion, supplemented by 12 billion in cofinancing, to more than 1000 projects in more than 140 developing countries and countries with economies in transition. GEF projects are carried out through a wide range of public and private partnerships. UNDP, UNEP and the World Bank Group in their capacity as GEF Implementing Agencies (IAs) have administered GEF assistance with client countries since 1991. Recently, seven other agencies (regional development banks and UN specialized agencies) were given opportunities to engage in similar arrangements as executing agencies under the Council's policy of expanded opportunities.

An independent GEF Secretariat has been established to service and report to the Assembly and the Council (main responsibilities of the Council and the Secretariat are summarized in the Annex). The Secretariat is headed by the GEF CEO/Chairman, who is appointed by and reports to the GEF Council.

GEF counts 173 countries as members (both recipient and donor countries), and representatives from all of them provide direction to the GEF through the GEF Assembly which meets every 4 years. GEF's governing council which meets twice a year adopts and evaluates GEF programs. Its 32 members represent 16 developing country constituencies, 14 developed country constituencies, and 2 constituencies involving countries with transitional economies. GEF welcomes participation as observers of representatives of non-governmental organizations in its deliberations.

### **Job Content**

The broad responsibilities of the CEO/Chairperson are to

- lead the Council in implementing its mandate to shape policies, programs and projects that assist in the protection of the global environment, consistent with the objectives and priorities of the global environmental conventions and agreements;
- manage the functions assigned to the Secretariat, and be accountable to the Council for the performance of the Secretariat; and to

- promote collaboration within the GEF partnership of the three IAs and the Executing Agencies and foster the development of existing and new partnerships designed to advance the cause of the GEF, including those with the private sector and the NGO community.

In exercising the first of these responsibilities, the CEO/Chairperson represents the GEF and its Council in global and regional fora for sustainable development and the environment, and leads the interaction by the GEF with the Secretariats of the global conventions.

## **Selection Criteria**

- Proven record of achievement and strong professional background and work experience in the field of environment and sustainable development.
- Internationally recognized ability to provide leadership and shape strategic thinking in international governance structures such as the GEF Council as well as in the international fora for environment and sustainable development.
- Thorough familiarity with the structure and operations of the international development assistance organizations, in particular the multilateral development banks and the United Nations system, and other GEF related processes
- Demonstrated management skills, preferably through a managerial assignment with an international organization, for leading the multi-sectoral and multi-national staff of the GEF Secretariat, to promote effective program implementation.
- Strong interpersonal skills with a proven ability to facilitate cooperation and partnerships, communicate effectively, and negotiate persuasively.



## **Summary of Main Responsibilities of the GEF Council and the GEF Secretariat (as per GEF Instrument)**

### **GEF Council**

- review the operation of the GEF with respect to purpose, scope and objectives;
- approve and review GEF's operational modalities;
- monitor and evaluate GEF policies, programs, operational strategies and projects;
- review and approve the joint work programs for the GEF among the Implementing and Executing Agencies;
- act as a focal point for purpose of relations with Conference of the Parties to the conventions; and
- review and approve GEF's administrative budget and arrange for financial and performance audits of the IAs re GEF activities

### **GEF Secretariat**

- implement the decisions by the Assembly and the Council;
- coordinate the formulation of and overseeing the implementation of program activities, while ensuring cooperative arrangements with the Conferences of the Parties of the global conventions for which GEF serves as the financing mechanisms;
- in consultation with the IAs and EAs ensure the implementation of GEF's operational policies;
- coordinate with the Secretariats of other relevant international bodies, in particular the Secretariats of the Conventions
- work with the Trustee to enable it to carry out its responsibility

### **GEF Assembly**

- review the general policies of the Facility
- review and evaluate the operation of the Facility on the basis of reports submitted by the Council
- keep under review the membership of the Facility
- consider, for approval by consensus, amendments to the present Instrument on the basis of recommendations by the Council

## **TERMS OF REFERENCE FOR RECRUITMENT SERVICES FIRM**

### **Phase I- Initial Response List to First Cut List**

- Assist in developing the advertisement copy
- Schedule and attend two search kick-off meetings: Support Team and Search Committee (via videoconference)
- Engage in background discussions with several GEF partners
- Set-up advertising response technology and receive and acknowledge all advertising responses and applications/expressions of interest
- Review all advertisement applications as well as applications forwarded through the Implementing Agencies or the GEF
- Identify applicants who do not merit further consideration, establish first cut list, and respond to regretted candidates ASAP

### **Phase II- First Cut List to Shortlist**

- Evaluate and assess all individuals on First Cut List. Conduct interviews via telephone, videoconference, or in person (where appropriate); including informal referencing
- Present Longlist candidates to the Search Committee with appropriate background information (Russell Reynolds' written assessment, detailed CV's, informal referencing)
- Assist Search Committee in prioritizing the Longlist and help Search Committee establish which candidates they will shortlist

### **Phase III- Shortlist to Finalist**

- Facilitate client interviews of Shortlist candidates
- Debrief Shortlist candidates and provide Search Committee with relevant feedback; meet with Search Committee to discuss relevant reactions to Shortlist candidates
- Conduct appropriate reference checks on all Shortlist candidates and present Search Committee with verbal and written comments
- Formally inform all Longlist and Shortlist candidates of their status via telephone, e-mail or regular mail

### Attachment 3.3

**Shengman Zhang**

Sent by: Ofelia O. Vitek

02/27/2003 05:43 PM

80242 MDS

To: Gef Council Members

cc: Gef Ceo Search Committee

Subject: GEF CEO Search Process - Progress Report

Dear Council Members,

We have recently received inquiries from many of your offices regarding progress toward establishing the "short list" for the GEF CEO/Chair position. Hence, on behalf of the Search Committee I would like to take this opportunity to update you on where the CEO search process currently stands.

Position advertisements were placed during the month of December in four magazines: The Economist, Nature, Science and Ambio, and shown on the web pages of the GEF Secretariat, the three Implementing Agencies, as well as ADB, EBRD and IFAD. In response, over 100 applications were received. In addition, a number of nominations were put forward to the Committee or the Recruitment Services Firm (Russell Reynolds Associates of Washington, DC), that managed the application and screening process.

The Firm submitted its confidential report on the screening and initial assessment of the applicants and nominees on February 7, 2003, and presented it formally to the Search Committee at a February 13 meeting. This included the review of a "long list" of candidates who, according to the assessment of the Firm, adequately met the eligibility criteria.

Based on this review, the Committee has proceeded toward the preparation of a "short list" of candidates. It has examined whether there are opportunities to include in the search process the names of additional potential strong candidates, that have not yet applied, with the view to further strengthen the list. As a result, a few additional names have been identified, and the Committee has asked the Firm to take these names through the already established screening and initial assessment procedures to ensure consistent treatment and application of evaluation criteria.

Similarly, and in the spirit of doing our collective utmost to ensure that the search process gives consideration to the largest possible number of individuals with strong qualifications, the Committee would at this stage welcome any name suggestions that Council members may want to put forward. We would request that such recommendations be forwarded directly to the Search Firm (mparker@russellreynolds.com) with a copy to the Committee Secretary (LVideos@worldbank.org) by March 7, 2003. The Committee will then proceed to finalize the short list and initiate consultations with Council members, the proposed modalities for which we are in the process of firming up.

With best regards,

Shengman Zhang

## Attachment 3.4

**Lars Vidaeus**

03/13/2003 12:45 PM

34188 ENV

To: Gef Council Members

cc: Gef Ceo Search Committee

Subject: GEF CEO Search Process

Dear Council Members,

Further to the update on the GEF CEO search process that Mr. Zhang sent you February 27th, I would like, on behalf of the Search Committee, to inform you of the concluding steps the Committee is taking in its shortlisting work as well as on the arrangements that the Committee proposes to adopt for the consultations with you on the shortlist.

The Committee is now finalizing the shortlist. Fully cognizant of the need to exercise due diligence in establishing such a list for consultation with you, the Committee will hold its final shortlisting meeting early next week. Following that meeting, but no later than Friday March 21, the Committee expects to formally communicate the shortlist to Council members, together with the Curriculum Vitae of the candidates .

The Committee proposes to go about the consultation process in two steps. The first step which would start during the week of March 24 would involve consultations over the telephone with all of the 32 Council Members that can be reached by phone, to provide for an early opportunity for Council members to raise questions, seek clarifications and /or share any initial reactions they may wish with the Committee. The Committee members have agreed to share the responsibility for contacting Council members amongst them.

The Committee recognizes that each Council member may need to share the shortlist and associated information with all members of their respective constituencies. It also envisages that members within each constituency may wish to hold internal consultations on this matter. To allow time for these activities, the Committee therefore proposes that there be a second step in the consultation process, which would involve possible meetings between Committee members and individual Council members, if the latter so wish, say towards the middle of April ( week of April 14) . Should individual Council members wish to have such meetings, the Committee would appreciate if they would so inform me or the Committee members and suggest date and venue.

The Committee hopes to complete the above consultations over a period of about one month, thus allowing the Committee to formally in writing submit to the Council its recommendation on the nomination of the next GEF CEO/Chairperson in time for the May 14 Council meeting.

May I suggest that unless I hear from you to the contrary by cob March 21st, the Committee shall consider that the consultation arrangements as proposed above are acceptable to you. As always, the Committee welcomes any suggestions you may have and wishes to thank you for your support to its work.

With best regards,

Lars Vidaeus

Secretary of the GEF CEO Search Committee

### **Attachment 3.5**

**Lars O. Vidaeus**

03/21/2003 04:10 PM

34188 ENV

To: Gef Council Members

cc: Gef Ceo Search Committee

Subject: Shortlist for the GEF/CEO Chairperson position

Dear Council Member,

Further to my February 13 communication on the GEF CEO Search Process, I would like, on behalf of the Search Committee, to inform you that the Committee has finalized the shortlist for the GEF CEO/Chairperson position. The following list of three names is presented as a basis for the Committee's consultations with you.

<u>Name</u>	<u>Nationality</u>	<u>Current Position</u>
1. Mr. Len Good	Canadian	President of the Canadian International Dev. Agency
2. Ms. Kristalina Georgieva	Bulgarian	Director, Environment Department, World Bank
3. Mr. Olav Kjørven	Norwegian	State Secretary for International Development, Norway

The candidates are presented in order of relative strength vis-a-vis the collective set of agreed eligibility criteria, as assessed by the Committee with the assistance of the Search Firm. As part of the process, the Committee has met, in person or through video connection, with each of the top five candidates emerging from the search process. It considers that all three listed candidates have the capacity to take on the leadership of the GEF. Their CVs are attached below for your reference.

As proposed and communicated to you earlier, each Council Member will be contacted by a Committee member shortly and during the week of March 24, with a view to providing the opportunity for you to ask questions, seek clarifications and/or share any initial reactions with the Committee. The Committee expects to complete this first round of consultations by March 31. Subsequent meetings with the Committee (through its individual members) may be arranged at your request. The Committee hopes to complete such meetings by April 30, to allow it to formally in writing submit to the Council its recommendation on the nomination of the next GEF CEO/Chairperson in time for the May 14 Council meeting.

With best regards,

Lars Vidaeus

Secretary to the GEF CEO Search Committee

### Attachment 3.6



April 2, 2003

Dear Council Member,

On March 21, 2003, we informed you, through the Committee Secretary, of the shortlist of candidates for the GEF CEO position, based on which consultations with you subsequently proceeded. We would like to respond to a couple of questions that several of you have asked as part of your feedback to us so far.

These questions relate mostly to the process followed in establishing the shortlist, specifically focusing on the appropriateness of considering candidates whose names entered the search process after the deadline set in the advertisement placed in journals and on websites.

The process leading to the three short listed names has taken the Committee through a series of deliberate steps. They first involved screening and review of all 116 applications and nominations received in response to the December advertisements by the Recruitment Services Firm (the Firm), which the Committee had employed. On the basis of a longlist recommended by the Firm, we held a series of meetings to arrive at the shortlist. In this process, and prior to finalizing a longlist of names, the Committee decided that it should do its utmost within its mandate to ensure that as many potentially qualified candidates as possible be made aware of this important job opportunity. All three of us agreed that we should take advantage of the wide GEF network and explicitly invite Council members for names of individuals that they considered qualified based on the five selection criteria. This we did on February 27.

As a result, 8 "new" names came forward out of which 5 proved not to be available. The Firm undertook to screen and review the new candidacies following procedures applied to all candidates. Based on the outcome of this review, it recommended, and the Committee agreed, to include three new names in an expanded longlist of 18 candidates. After a comprehensive review and discussion of the expanded longlist, culminating in interviews with five final candidates on March 18, we unanimously concluded that three candidates best met the composite of the selection criteria and should be included on the shortlist to be submitted to the Council.

As for the questions raised regarding the appropriateness of expanding the longlist recommended by the Firm, the Committee considers that this step was necessary and fully consistent with the mandate assigned to the Implementing Agencies and the agreed arrangements for GEF CEO selection. Specifically, the GEF Instrument provides for the three Implementing Agencies to recommend a nomination for GEF CEO - calling for efforts to find the strongest possible candidate; the Council at its Beijing meeting in October 2002 expressed its wish for the

Committee to cast the net widely in the search; and the design of the search process, finalized after consultations with the Council, was not intended to preclude consideration of candidates that had not applied prior to the closing date for applications indicated in the advertisement.

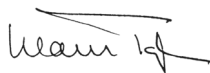
We are also satisfied that the principle of ensuring a consistent screening and evaluation process throughout the search process was fully respected throughout.

Finally, let us assure you that all of us from the outset recognized the importance of considering developing country candidates for the position. While a large number of applications were received from developing countries, the Firm concluded from its initial screening that the majority of these applicants unfortunately did not meet the demanding eligibility criteria. The expanded longlist included seven developing country candidates of which two remained under active consideration all the way up to and including the Committee interview stage. In the end, and following careful deliberations, taking into account all relevant factors, we collectively concluded that three other candidates best met the qualifications and experience required, as per the composite of the agreed selection criteria.

We have deliberately presented the above clarifications in some length in the expectation that they may help to answer key outstanding process related questions. With your assistance, we hope to complete the consultations with you in the coming week or so. As originally planned, we will then proceed to narrow down the shortlist to a single final nominee to be submitted to you, taking into account your valuable feedback. We are fully conscious that this is not an easy task, and it will require our collective attention and effort. We therefore count on your continued cooperation and guidance in the period ahead and look forward to a successful conclusion to the search for the next GEF CEO.



Zephirin Diabre  
Associate Administrator  
UNDP



Klaus Topfer  
Executive Director  
UNEP



Shengman Zhang  
Managing Director  
The World Bank

## Attachment 3.7



April 21, 2003

Dear Council Members,

On April 2 we updated you on the Committee's plans regarding consultations with Council members on the GEF CEO shortlist. We are pleased that since then, we have had the opportunity to consult with most of you directly, notwithstanding difficulties due to travel and other commitments on both sides. We want to thank you for your valuable guidance and constructive comments which have been very helpful to us in completing our task as per the mandate given to us by the GEF Instrument.

We have taken seriously the questions that several of you have raised with respect to the search process, and hope that our various communications to you have helped clarify them. We fully share a common interest in upholding the integrity of a search process that aims at finding the best available candidate to serve as the next GEF CEO.

As planned, the Committee has met again to take stock of all the feedback and observations that you have provided us. With that in mind, and continuing to be guided by the selection criteria, we have now narrowed the shortlist to one name. In arriving at that name, we have noted the strength of all three candidates and in particular that of Dr. Len Good and Ms. Kristalina I. Georgieva, an assessment that was confirmed by your feedback. It is our considered view that both of these candidates have the qualifications to take on the leadership of the GEF.

However, our responsibility is to explicitly indicate to you our final recommendation. Consequently, and having considered all relevant aspects, especially your feedback, we have jointly determined that Dr. Good, who was placed by us at the top of the three name shortlist, should be our final recommendation. It is our belief that he best meets the composite of the selection criteria and has the qualifications, experience, maturity and stature required to lead the GEF into its challenging next phase.

Pursuant to its mandate, the Committee is pleased, therefore, to recommend to you that Dr. Len Good be selected as the new CEO/Chairperson of the GEF.

A handwritten signature in cursive script, appearing to read 'Mark Malloch-Brown'.

Mark Malloch-Brown  
Administrator, UNDP

A handwritten signature in cursive script, appearing to read 'Klaus Topfer'.

Klaus Topfer  
Executive Director, UNEP

A handwritten signature in cursive script, appearing to read 'James D. Wolfensohn'.

James D. Wolfensohn  
President, The World Bank



#### Attachment 4

### Comments Received from Council Members on the Proposed Arrangements for Selection of a New CEO/Chairperson of the GEF

<b>SWISS</b> Mr. Philippe Roch	<p>In agreement with the general thrust of your proposals and would say that we are off to a very good start.</p> <p>The process should be consultative and transparent at every stage, and that the net be cast widely in search of the best candidates. I therefore welcome in particular your proposal to contract a 'Specialized Recruitment Services' company (RSF). Consequently, I am also in favor of the CEO's proposal to allocate the necessary financial resources (\$135'000) for this purpose (to this I will respond by separate mail to the CEO). No fees or overhead should be levied for issuing the contract to the RSF, as these are in my view covered by the regular IA Corporate GEF budgets.</p> <p>It does not follow clearly from your proposed arrangements whether the RSF would also be in charge of advertising the position adequately in suitable media and journals. I certainly favor this option and see no reason for this to be handled by someone else. In addition, it should be clear that to be considered for this position, all applicants must undergo the RSF screening process.</p> <p>The RSF screens all applications received and recommends a "long list" to the Committee. In the proposal it should be made explicit that this process may include some interviewing of candidates, as seen fit by the RSF, and as feasible within the resource envelope provided. The "long list" should in my view not be too short.</p> <p>It appears that Council Members will not get to see the long list, only the short list derived from it by the IA Search Committee, which by the way should also not be too short. While acknowledging the practical difficulties, I wonder whether there is a way to also maintain transparency in the process of converting the long list into a short one.</p> <p>The page describing the GEF Mandate and Structure is fine, but you may want to reword the last para. The current wording creates the impression that GEF Council Members represent a total of 32 countries, rather than 32 Constituencies.</p> <p><b>Job content:</b></p> <p>Necessary to also mention the CEO functions in relation to the independent M&amp;E Unit of the GEF (second bullet?).</p> <p>For the first bullet, we would favor the following wording: "lead the Council in implementing its mandate to shape policies, programs, and projects that assist in the protection of the global environment, consistent with the objectives and priorities of the global environmental conventions and agreements."</p> <p>In the third bullet it would be a better reflection of current realities if you also mention the Executing Agencies under expanded opportunities, in addition to the three IAs.</p> <p><b>Selection Criteria:</b></p> <p>In the first bullet it should say "in the field of environment and SUSTAINABLE development."</p> <p>In the third bullet, insert after "managing the diverse and multi-sectoral staff of the GEF Secretariat" AND THE SPECIAL RELATIONSHIP WITH THE INDEPENDENT M&amp;E UNIT...(or similar)to reflect the CEO's newly defined responsibilities in this regard.</p> <p>An additional bullet could be added along the lines “ Suitable personal qualities and proven abilities to cooperate effectively with all multilateral, bilateral and national organizations and networks that are of relevance for the work of the GEF”.</p>
<b>CANADA,</b> Ellen Hagerman	<ul style="list-style-type: none"><li>• Overall satisfaction with the proposed arrangements for the selection of a new CEO/Chairperson of the GEF. We have two additions we would like to propose under the section "selection criteria";<ul style="list-style-type: none"><li>a. on the final bullet point, after "organizations", ADD "in particular the multilateral development banks and the United Nations system"</li><li>b. add a new bullet point " possesses a strong global network and has demonstrated an ability to develop effective partnerships".</li></ul></li><li>• We would also like to request that when the short list is provided, you also provide some explanation as to the more specific criteria used in identifying the names for the short list.</li><li>• We look forward to an ongoing consultative and transparent process as you</li></ul>

<b>ALGERIA</b> Djamel Echirk	<p>We welcome the decision establishing a Search Committee comprising the Heads of Agencies or their representatives. Such a mechanism is in line with the spirit and the letter of the Instrument as well as the partnership principle underpinning the GEF;</p> <p>We would like to insist that the Search Committee, in fulfilling its mandate, should take into account the intergovernmental nature of the Facility. In this regard, the suggestion of seeking the services of a specialized recruitment firm is not fully in line with the practices and procedures of intergovernmental processes. We are of the view that the Search Committee should be the sole competent body for such an important process. If the services of a specialized firm may be needed, the criteria for the selection of such a firm should duly take into account the need to select a firm fully aware of the specific needs and circumstances of the developing countries and in particular African countries. Indeed it is the strong view of my constituency that the next CEO should be aware of the specific needs and priorities of developing countries and the African countries in order to implement his/her mandate at the service of sustainable development, of the recipients countries and the protection of the global environment</p>
<b>NORWAY</b> Bjernebye Erik	<p>We very much welcome the process designed for appointing the new CEO. While broadly agreeing with the Job Content and Selection Criteria proposed, please allow me the following comments:</p> <p>GEF's Mandate and Structure: The latter part of the first paragraph could be more elegantly formulated. For example, mentioning POPs twice could create confusion for people not intimately acquainted with GEF matters. In the fourth paragraph, reference should be made to the constituency system as well as to the frequency of meetings of both Council and Assembly.</p> <p>Job content: In the third bullet point, I would suggest mentioning the challenge of deepening co-operation with the private sector and the co-finance issue; In the last paragraph, reference could also be made to other, just as important global development/finance fora, and possibly also regional fora.</p> <p>Selection criteria: In the third bullet point, reference could also be made to the multinational/-cultural composition of the Secretariat. In the fourth bullet point, reference could be added to familiarity with the world of global/international finance more broadly; The Annex could usefully also have a reference to the functions of the Assembly (Attachment 1)</p>
<b>FINLAND /SWEDEN</b> Pauli Mustonen / Brittmarie Hartvig	<p>The Constituency representing Finland and Sweden is very pleased with the transparent and consultative process that is proposed by the Search Committee. In particular, we think it is a good idea to take a advantage of the services of a specialized recruitment firm to assist the Search Committee.</p> <p>On a more specific level we think the selection criteria would benefit from being more elaborate concerning the third bullet point. The management and communication skills criteria should be complemented by a demand for concrete experience from a management position within an international organization (or an organization with a similar mission).</p> <p>Furthermore, the tasks of the RSF could be somewhat expanded to make an initial appraisal of the candidates on their long list, i.e. by categorizing them in different groups according to the extent to which they meet the agreed selection criteria. In our opinion, it would also be useful if an initial interview of candidates on the long list was undertaken by the RSF.</p> <p>We look forward to further consultations concerning the search for a new CEO and wish you all the best in your further work.</p>
<b>US Treasury</b> Mark Jaskoviak	<p>In response to the October 18 letter sent by the Implementing Agency heads, please find attached (see Attachment 1) the U.S. changes to the proposed arrangements for selection of the new GEF CEO. We are in broad agreement with these arrangements, but suggest a few revisions to further focus the process. We appreciate the work done by the Search Committee in drafting this proposal and look forward to continued consultations.</p>

<b>FRANCE</b> Ambroise Fayolle	<p>France fully supports the need for an open and transparent recruitment process, and the use of a specialized recruitment services firm (RSF) in that context;</p> <p>The GEF CEO Search Committee would give a timely and comprehensive reporting of the progress of the recruitment process to the Council Members. This would include information on the name of the RSF, the date of the advertisement publication and the number and origin of all applications received</p> <p>The council members should be given the “long list” for information;</p> <p>As usual in GEF procedures, the Search Committee should carry out consultations on a regional basis, in the timeframe between the definition of the “long list” and the proposal of the “short list”.</p> <p>The size of the “short list” should be precisely defined before the beginning of the process. We suggest that it contains at least 3 names.</p>
<b>AUSTRALIA</b> Raymond Barge	<p>We appreciate the efforts the IAs are making to ensure the CEO selection process is broad, open and transparent. That said, we have some suggestions for strengthening the selection criteria. But first, in relation to the time bound action plan we presume that the deadline for step 4 (short list) should read 8 March (and not 3 August).</p> <p>In relation to the selection criteria we offer the following comments/suggestions:</p> <p>We think it is important that candidates have a proven capacity to achieve results. This could be incorporated into the first selection criteria so that they read “proven record of achievement, and strong professional background and work experience in the field of environment and development”</p> <p>We think the second selection criteria could be simplified to read “Internationally recognized ability to provide leadership and shape strategic thinking in international governance structures such as the GEF.....”</p> <p>We think that the capacity to communicate with influence is important, and more so than just in relation to the GEF Secretariat. Allied to this is the ability to cultivate productive working relationships with key counterparts. We would like to see a separate selection criteria covering communication and interpersonal skills. Criteria three could remain to cover the GEF management issue. The new criterion could read something like: “ability to facilitate cooperation and partnerships, to communicate clearly and to negotiate persuasively”</p> <p>Finally we would expect to see something covering the terms and conditions of the position in the documentation.</p>
<b>MONGOLIA</b> Jargalsaikhany Enkhsaikhan,	<p>I agree with the proposed arrangements laid out in the letter mentioned above</p>
<b>CHILE</b> Jaime Rovira Soto,	<ul style="list-style-type: none"> <li>• The next CEO should have some independence from the Implementing Agencies, and represent the Government more on matters related to the GEF;</li> <li>• It is requested that the Agencies provide three candidates representing each government to the GEF Council and then the Council should decide on the final outcome. The rules of the GEF does not state that the Government provides a candidate to the Council</li> </ul>
<b>GEORGIA</b> Malkhaz Adeishvili,	<p>Forwarded the GEF CEO Search Committee's proposed arrangements for consultations, selection criteria, advertising, application and screening procedures, as well as an envisaged timeline to the GEF Political Focal Points of my constituency asking them to provide their views and comments on these issues. I myself consider the proposed arrangements very well designed and have no comments on it.</p> <p>I hope, through the proposed arrangements and procedures we will be able to select for Council approval a new CEO/Chairperson that will ensure keeping highest standards of performance, effective and efficient operation of the GEF.</p>

## **Attachment 5**

### **Terms of Reference for the Recruitment Services Firm – Russell Reynolds Associates**

#### *Phase I- Initial Response List to First Cut List*

- Assist in developing the advertisement copy
- Schedule and attend two search kick-off meetings: Support Team and Search Committee (via videoconference)
- Engage in background discussions with several GEF partners
- Set-up advertising response technology and receive and acknowledge all advertising responses and applications/expressions of interest
- Review all advertisement applications as well as applications forwarded through the Implementing Agencies or the GEF
- Identify applicants who do not merit further consideration, establish first cut list, and respond to regretted candidates ASAP

#### *Phase II- First Cut List to Shortlist*

- Evaluate and assess all individuals on First Cut List. Conduct interviews via telephone, videoconference, or in person (where appropriate); including informal referencing
- Present Longlist candidates to the Search Committee with appropriate background information (Russell Reynolds' written assessment, detailed CV's, informal referencing)
- Assist Search Committee in prioritizing the Longlist and help Search Committee establish which candidates they will shortlist

#### *Phase III- Shortlist to Finalist*

- Facilitate client interviews of Shortlist candidates
- Debrief Shortlist candidates and provide Search Committee with relevant feedback; meet with Search Committee to discuss relevant reactions to Shortlist candidates
- Conduct appropriate reference checks on all Shortlist candidates and present Search Committee with verbal and written comments
- Formally inform all Longlist and Shortlist candidates of their status via telephone, e-mail or regular mail