



Global Environment Facility

GEF/C.27/7
October 13, 2005

GEF Council
November 8-10, 2005

NOTE ON PROCESS FOR SELECTING CEO/CHAIRMAN OF THE FACILITY

Recommended Council Decision

The Council, having reviewed document GEF/C.27/7, welcomes and approves the proposal of the Implementing Agencies for a well defined and time bound process for carrying out robust and transparent consultations with all Council Members during the agreed process for selecting the CEO/Chairman of the Facility. In light of the consultations that are to occur throughout the process, the Council agrees that the Implementing Agencies should recommend [one][two][three] candidate[s] to the Council for appointment as the CEO/Chairman of the Facility.

[The Council approves the reappointment of Mr. Leonard Good as CEO/Chairperson of the Facility to a second term that will run from July 14, 2006 to July 13 2009.]

[The Council invites the Implementing Agencies to initiate the agreed process for selection of a CEO/Chairman of the Facility who will be expected to begin a three year term on July 14, 2006. In this regard, the Council approves the terms of reference for the CEO, the process for advertising the CEO position, and the terms of reference for an independent consulting firm to assist in screening applications as set forth in the annexes to document GEF/C.27/7. The Council also approves US\$180,000 to fund the selection process. This amount is to be added to the World Bank Corporate Budget for FY06.]

BACKGROUND

1. At its meeting in June 2005, the Council approved the following regarding the process for selecting the CEO/Chairman of the Facility:

“The Council reviewed document GEF/C.24/11/Rev.1, Process for Selecting the CEO/Chairperson of the Facility, and agrees that the process for selecting the CEO/Chairperson of the Facility should be transparent, efficient, inclusive of all Council Members, merit-based, and six months in length.

2. Recognizing the provisions of paragraph 21 of the Instrument pertaining to the appointment of the CEO/Chairperson of the Facility, the Council approves the following steps to be followed in selecting the CEO/Chairperson of the Facility:

- (a) At the Council meeting at least six months prior to the expiration of the term of the CEO, Council decides either: (i) to reappoint the incumbent CEO; or (ii) to start the process for selection of a new CEO.
- (b) If a new CEO is to be selected, at the same Council meeting, the Council will approve the terms of reference for the CEO, the process for advertising the position, the terms of reference for an independent consulting firm, and the budget to support the process.
- (c) An independent firm will be selected by the Implementing Agencies to screen all applicants and to choose those who meet the criteria/qualifications specified in the TOR.
- (d) Position is advertised.
- (e) Initial screening to prepare a list of all applicants meeting criteria/qualifications (done by outside consulting firm with advice of representatives of the human resource departments of the three Implementing Agencies).
- (f) Committee comprising senior representatives designated by the three Heads of the Implementing Agency prepares preliminary short list of up to ten candidates, which will be a closed list.
- (g) Implementing Agencies to consult with the Council on the preliminary short list.

3. Selection Committee comprised of the Heads of the Implementing Agencies or their representatives prepares a final short list of candidates to be interviewed, interviews candidates, and consults with Council Members.

4. Based on the interviews and consultations carried out by the Selection Committee, the Implementing Agencies will jointly make a recommendation to the Council for the Council's final consideration and decision. The number of candidates to be formally presented to the Council will be agreed in November 2005.

5. The Council appoints the CEO at the Council meeting just prior to the expiration of the term of the incumbent CEO.”

PROPOSAL FOR CARRYING OUT CONSULTATIONS WITH ALL COUNCIL MEMBERS DURING THE SELECTION PROCESS

6. The Council also requested the GEF Secretariat, in collaboration with the Implementing Agencies and taking into consideration proposals made at the Council meeting, to prepare a proposal for a well defined and time bound process for carrying out robust and transparent consultations with all Council Members during the selection process for review and approval by the Council at its meeting in November 2005.

7. Under the agreed procedures, the Implementing Agencies are to consult with Council Members throughout the agreed process leading to a joint recommendation of the Implementing Agencies. As requested by the Council, the Implementing Agencies have prepared a proposal as to how and when those consultations will occur in the process. The proposal is attached for Council review and comment as Annex I.

NUMBER OF CANDIDATES TO BE FORMALLY PRESENTED TO THE COUNCIL BY THE IMPLEMENTING AGENCIES

8. To complete its decision on the process to be followed for selecting the CEO/Chairman of the Facility, the Council is invited to agree on the number of candidates to be formally recommended to the Council by the Implementing Agencies pursuant to paragraph 21 of the Instrument.

TERMS OF REFERENCE

9. Finally, in its decision of June 2005 the Council noted that at its meeting in November 2005, it should decide: (a) to extend the incumbent CEO for a new term; or (b) start the process for selection of a new CEO.”

10. Should the Council decide to start the process for selection of a new CEO, it would also need to approve the following at its November meeting:

- (a) terms of reference for the CEO;
- (b) process for advertising the CEO position;
- (c) terms of reference for an independent consulting firm to assist in screening applicants; and
- (d) budget to support the process.

11. The Secretariat and Implementing Agencies have prepared proposals for each of these decision items. The proposals are presented in Annex II – V of this note.

ANNEX I

TIME BOUND ACTION PLAN FOR THE SELECTION OF CEO/CHAIRMAN OF THE FACILITY

(OPPORTUNITIES FOR CONSULTATIONS AND INFORMATION SHARING WITH COUNCIL MEMBERS ARE HIGHLIGHTED)

Month 1

12. At the Council meeting at least six months prior to the expiration of the term of the CEO, Council requests the Implementing Agencies to start the process for selection of a new CEO.

13. At the same Council meeting, the Council approves the terms of reference for the CEO, the process for advertising the position, the terms of reference for an independent consulting firm, and the budget to support the process.

14. An independent firm selected by the Implementing Agencies, with the support of the Human Resources department of the World Bank and following World Bank consultant services procurement guidelines. ***Council is notified about the selection of the firm.***

15. Position is advertised in international journals and on websites of GEF and Implementing and Executing Agencies for three weeks. ***A notification of the position is disseminated to Council Members and Alternates and political and operational focal points of states participating in the GEF.***

16. Senior representatives are designated by the three Heads of the Implementing Agencies to manage the process. An Executive Secretary responsible for ensuring that the selection process is followed in a timely manner and a regular flow of information is designated. ***Council Members and Alternates will be informed of the designated individuals.***

Month 2

17. Initial screening to prepare a list of all applicants meeting criteria/qualifications (done by outside consulting firm with advice of representatives of the human resource departments of the three Implementing Agencies).

Month 3

18. ***Initial long list of applicants for short-listing is distributed to Council Members and Alternates, inviting their views and any suggestions for additional candidates.***¹

19. Independent firm to review, in accordance with the same criteria applied to other candidates, any new candidate whose application is solicited by the Committee after receiving views of the Council Members.

¹ The disclosure of all qualified candidates could affect the ability to attract high quality applicants. Given their seniority in their current positions, several applicants might be expected to seek confidentiality of their applications prior to short-listing.

Month 4

20. Committee comprising senior representatives designated by the three Heads of the Implementing Agencies prepares preliminary short list of up to ten candidates, which will be a closed list.

21. Preliminary short list is submitted to the Heads of the Implementing Agencies, who *circulate it for comments to Council Members and Alternates*.

22. Selection Committee comprised of the Heads of the Implementing Agencies or their senior representatives prepares a final short list of up to five candidates to be interviewed, taking into account views of Council Members. *Council Members are informed in writing of the names on the short list, and provided an opportunity to submit any comments to the Heads of the Implementing Agency before the interviews.*

Month 5 – Month 6

23. Selection Committee interviews the short-listed candidates.

24. *Members of the Selection Committee will consult with each Council Member by video or telephone to inform the Council of the impressions of the Committee on all interviewed candidates and to hear the views of Council Members.*

25. Based on the interviews and Council consultations, the Selection Committee prepares a final Shortlist of [two][three] candidates. *The Members of the Selection Committee will consult with each Council Member on the final candidates by video or telephone to seek views on a final nomination.*

26. After such consultations, the Implementing Agencies will jointly recommend a candidate² for the Council's final consideration and approval.

Month 7

27. The Council appoints the CEO at the Council meeting just prior to the expiration of the term of the incumbent CEO.

² Subject to Council agreement in November 2005 on the number of candidates to be formally presented to the Council.

ANNEX II

TERMS OF REFERENCE FOR GEF CEO/CHAIRPERSON OF THE FACILITY JOB CONTENT AND SELECTION CRITERIA

DESCRIPTION OF THE GEF

28. The Global Environment Facility (GEF) is a multilateral financial mechanism created in 1991 to forge international cooperation and to provide grant and concessional funds to recipient countries for projects and activities that address biodiversity loss, climate change, and degradation of international waters, land degradation, ozone depletion and persistent organic pollutants within the framework of sustainable development. GEF is open to universal membership, and currently 176 countries are members.

29. The GEF is governed by a Council comprising 32 Members appointed by constituencies of GEF member countries. An Assembly of all member countries meets every four years at the ministerial level. The GEF Trust Fund is replenished every four years.

30. GEF is the designated financial mechanism for three international conventions: the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the Stockholm Convention on Persistent Organic Pollutants (POPs). GEF financing also supports countries to meet the objectives of the Convention to Combat Desertification.

31. Since its inception as a pilot facility in 1991, GEF has committed \$5 billion in grants to over 1,500 projects in more than 160 developing countries and transitional economies.

32. GEF operations are implemented through a partnership of the United Nations Development Programme, the United Nations Environment Programme, and the World Bank.

33. The GEF is administratively supported by, but is functionally independent of, the World Bank.

34. Ten agencies are principally accountable for the execution of GEF projects: the U.N. Development Programme (UNDP), U.N. Environment Programme (UNEP), the World Bank (IBRD/IFC), the African Development Bank (AfDB), the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Food and Agriculture Organization of the United Nations (FAO), the Inter-American Development Bank (IDB), the International Fund for Agricultural Development (IFAD), and the U.N. Industrial Development Organization (UNIDO).

35. The GEF Secretariat itself, construed for administrative purposes as a VPU within the World Bank, has an annual administrative budget of over \$8 million and a staff complement of professional and ACS staff of approximately 50.

JOB CONTENT

36. The broad responsibilities of the CEO/Chairperson are to:

- (a) lead the Council in developing, adopting and evaluating the operational policies and programs for GEF-financed activities that respond to the objectives and priorities of the global environmental conventions and agreements;
- (b) provide leadership in shaping strategic directions of the GEF and strengthening collaboration at the highest levels with GEF member countries and partners;
- (c) manage the functions assigned to the Secretariat including:
 - (i) the implementation of Council and Assembly decisions
 - (ii) implementation of operational policies
 - (iii) ensuring the adequacy of arrangements with the Implementing Agencies
 - (iv) co-ordination with the Secretariats of other relevant institutional bodies
- (d) promote collaboration and communication among the Implementing Agencies , as well as promote cooperation with other bodies to advance the objectives of the GEF.

37. In exercising 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. The CEO/Chairperson is accountable to the Council for the performance of the Secretariat.

SELECTION CRITERIA

38. Strong professional background and work experience broadly in the field of environment and development, including thorough knowledge and substantial experience in dealing with global environmental issues, multilateral environmental agreements, and international development assistance organizations.

39. Demonstrated political judgment and 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.

40. 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.

ANNEX III

PROCESS FOR ADVERTISING THE POSITION OF CHAIRMAN/CEO OF THE FACILITY

41. Position is advertised in the Economist as well as other suitable environmental journals with a global reach such as Ambio as well as Nature and Science
42. It will also be posted on websites of the GEF Secretariat and Implementing and Executing Agencies for three weeks. A notification of the position is disseminated to Council Members and Alternates and political and operational focal points of states participating in the GEF.

ANNEX IV

TERMS OF REFERENCE FOR RECRUITMENT SERVICES FIRM

Qualifications

- (a) The firm must have demonstrated experience in working with international public and private and multilateral organizations.
- (b) The firm must have the ability to advise on a selection process for senior executives within the context of a competitive and transparent process.
- (c) The firm must be knowledgeable about the skills-set required to manage an institution involved in environmentally sustainable development and international development assistance.

ACTIVITIES UNDERTAKEN BY THE FIRM

Phase I- Initial Response List to First Cut List

- (a) Assist in developing the advertisement copy.
- (b) Schedule and attend two search kick-off meetings: Support Team and Search Committee (via videoconference).
- (c) Provide advice and support to ensure that the “net is cast widely” in order for the Committee to attract the most suitable candidate for the job.
- (d) Engage in background discussions with several GEF partners.
- (e) Set-up advertising response technology and receive and acknowledge all advertising responses and applications/expressions of interest.
- (f) Review all advertisement applications as well as applications forwarded through the Implementing Agencies or the GEF.
- (g) 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

- (a) Evaluate and assess all individuals on First Cut List. Conduct interviews via telephone, videoconference, or in person (where appropriate); including informal referencing.
- (b) Present Longlist candidates to the Search Committee with appropriate background information (written assessment, detailed CV's, informal referencing).

- (c) Assist Search Committee in prioritizing the Longlist and help Search Committee establish which candidates they will shortlist.

Phase III- Shortlist to Finalist

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

ANNEX V

GEF CEO SELECTION PROCESS REQUEST FOR A SPECIAL GEF BUDGET SUPPLEMENT

43. The three Implementing Agencies will be forming a Search Committee to help them execute their mandate to recommend a nomination for the next GEF CEO/Chairperson, The Council has provided guidance on the proposed arrangements for advertising the position in suitable media and for employing the services of a Recruitment Specialist Firm to assist in parts of its work that relates to initial screening of applicants and preparation of a “long list” of qualified candidates. Also as part of the guidance from Council we will be undertaking some audio/video teleconferencing.

44. These proposed activities will involve extraordinary expenditures of a corporate GEF nature for the Implementing Agencies. The World Bank, acting on behalf of all three Implementing Agencies, will administer the necessary contractual arrangements.

45. The Bank on behalf of the three Agencies requests that a special supplement be made to the World Bank’s GEF Coordination Budget to cover the following envisaged expenditures.³

Contracting of a Recruitment Specialist firm To prescreen applicants, provide advice to the selection Committee (cost of contract)	\$150,000
Advertisement -cost of placing ads in the Economist and 3 other suitable environmental journals	\$20,000
Telecommunication for audio/ videoconferencing	\$10,000
Total	\$180,000

³ The Implementing Agencies will absorb all other costs incurred by the Search Committee.