

56th GEF Council Meeting

June 11 – 13, 2019

Washington, D.C.

Agenda Item 17

REPORT OF THE SELECTION AND REVIEW COMMITTEE

PREPARING TO LAUNCH AN EXECUTIVE SEARCH FOR THE GLOBAL ENVIRONMENT FACILITY (GEF) CEO/CHAIRPERSON

Recommended Council Decision

The Council, having reviewed document GEF/C.56/11/Rev.01, *Preparing to Launch an Executive Search for the GEF CEO/Chairperson*:

- (a) Decides to initiate the process for the selection of the next GEF CEO/Chairperson.
- (b) Authorizes the Selection and Review Committee (SRC) to engage an executive search firm in light of guidance from World Bank Human Resources, based on the Terms of Reference contained in Annex 1 of this document.
- (c) Approves a special initiative up to a maximum of \$300,000 for the process of recruiting the GEF CEO/Chairperson.
- (d) Notes that the final Terms of Reference for the GEF CEO/Chairperson will be circulated to Council out of session under a no objection procedure, once the SRC has received advice from the executive search firm.
- (e) Notes that the process for the recruitment of the GEF CEO/Chairperson will be circulated to Council out of session under a no objection procedure.

INTRODUCTION

1. Paragraph 21 of the GEF Instrument, as amended, notes: “The CEO shall be appointed to serve for four years on a full time basis by the Council.” The second term of the current GEF CEO/Chairperson (hereinafter the ‘CEO’) will expire on 31 July 2020.
2. At its meeting in June 2009, the Council authorized the establishment of a Selection and Review Committee (SRC) to, “...oversee the processes for appointing and reappointing the GEF CEO and the Director of the GEF Evaluation Office”
3. This note provides background information and a proposed updated process for moving forward as the SRC looks to launch an executive search for the appointment of the GEF CEO in anticipation of the completion of the current CEO’s term.
4. This note presents the process for selecting a CEO and provides in annexes the draft terms of reference (ToRs): (i) for the executive search firm that will be hired to assist in the executive search; (ii) for the CEO; as well as a recommended budget to support the selection process.

PROPOSED PROCESS FOR THE APPOINTMENT OF THE CEO

5. The SRC proposes the following process for the appointment of the CEO.
 - a) Council decides to start the process for the selection of a new CEO in June 2019, agreeing the ToR for engaging an executive search firm;
 - b) An independent executive search firm will be selected by the SRC, in consultation with the Secretariat, using the ToR approved by Council;
 - c) Executive search firm provides comments on the draft ToR for the CEO. Final ToR circulated to Council out of session, under a no objection procedure, prior to position being advertised;
 - d) Position will be advertised. Furthermore, Council Members and participant governments may suggest candidates directly to the executive search firm;
 - e) Initial screening to prepare a list of all applicants meeting criteria/qualifications will be undertaken by the executive search firm with advice from the SRC. The executive search firm will screen all applicants and recommend a long list of those who best meet the criteria/qualifications specified in the TOR;
 - f) SRC prepares preliminary short list of approximately 10 candidates;
 - g) SRC to consult with Council Members on the preliminary short list;
 - h) SRC prepares a final short list of approximately 5 to 6 candidates to be interviewed, interviews candidates, and consults with Council Members;
 - i) Based on its interviews and consultations, the SRC, makes a recommendation to the Council of three candidates, in order of preference, for the Council’s final consideration and decision;

- j) The Council appoints the CEO at the Council meeting just prior to the expiration of the term of the incumbent CEO.

TIMELINE

The table below illustrates the proposed timeframe for the recruitment of the CEO.

56 th (June) Council Meeting 2019	Council to initiate process, agree on ToR for engaging executive search firm, and agree on recommended budget
Early August 2019	Executive search firm engaged by the SRC
Late August 2019	Executive search firm provides comments on the draft ToR for the CEO. Final ToR will be circulated to Council out of session, under a no objection procedure
September 2019	Position advertised
October 2019 - May 2020	SRC to provide updates to Council on progress (including at the 57 th (December) 2019 Council Meeting)
May 2020	SRC documents with details on final 3 candidates distributed to Council Members
58 th (June) Council Meeting 2020	Council Decision on CEO appointment
1 August 2020	New CEO commences

SELECTION AND REVIEW COMMITTEE RECOMMENDED TERMS OF REFERENCE FOR THE EXECUTIVE SEARCH FIRM

The Selection and Review Committee (SRC) recommends to the Council the following Terms of Reference for the Executive Search firm:

BACKGROUND

The Global Environment Facility (GEF) is a multilateral financial mechanism created in 1991 to finance the agreed incremental costs of measures to achieve global environmental benefits. The GEF operates under the direction of a Council composed of 32 Members representing constituencies of governments, which is ultimately responsible for appointing the GEF CEO. The second term of the current CEO of the GEF expires on 31 July 2020. The GEF Council has authorized its Selection and Review Committee (SRC) to oversee the recruitment process of a new CEO and to engage an executive search firm to assist the SRC throughout the process. The GEF Secretariat will support the SRC in its effort to select an executive search firm and throughout the process, as directed by the SRC and the Council.

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 TO BE UNDERTAKEN BY THE FIRM UNDER THE DIRECTION OF THE SELECTION AND REVIEW COMMITTEE

PHASE I- INITIAL RESPONSE LIST TO FIRST CUT LIST

- i. Review the job description of the position and ensure that the selection criteria are properly formulated;
- ii. Schedule and attend two search kick-off meetings: Search Firm and SRC (via videoconference);
- iii. Develop and launch the vacancy advertisement in appropriate media including social media
- iv. Ensure that the “net is cast widely” in order for the search to attract the most suitable candidates for the job;
- v. Engage in background discussions with GEF partners as appropriate;
- vi. Set-up advertising responses and applications/expressions of interest;
- vii. Undertake best efforts and use all the tools at their disposal to identify other potential candidates, including by soliciting ideas from stakeholders , and others who might be able to recommend candidates;
- viii. Act as the contact point for those seeking information and/or proposing candidates
- ix. Receive and review all advertisement applications, applications or names forwarded through governments or the GEF Agencies, as well as individuals identified through efforts of the search firm;
- x. Identify applicants who do not merit further consideration and respond to regretted candidates as soon as possible, establish First Cut List of 15-25 candidates. Where necessary, gather appropriate background information (without contacting the potential candidate) on the 15-25 candidates.

PHASE II- FIRST CUT LIST TO SHORTLIST

- xi. Present list of every individual considered by the search firm, as well as information on the First Cut List candidates to the SRC including appropriate available background information;
- xii. Assist SRC to establish Long List of candidates (approximately 10) that will be evaluated further;
- xiii. Informally evaluate and assess all individuals on Long List, including referencing, interviews via telephone, videoconference, or in person (where appropriate) and other means;
- xiv. Assist SRC to establish a Short-list of 5-6 candidates to interview in person;
- xv. Formally inform all applicants who do not merit further consideration, as well as Short-listed candidates of their status via telephone, e-mail or regular mail, as appropriate.

PHASE III- SHORTLIST TO FINALIST

- xvi. Schedule interviews with short-listed candidates, undertake associated administrative tasks (including travel arrangements)
- xvii. Facilitate SRC interviews of Short-list candidates, draft tailored interview questions and prepare a scoring sheet for the SRC and a short report on the candidates for SRC consideration;
- xviii. Debrief Short-list candidates and provide SRC with relevant feedback;
- xix. Conduct appropriate reference checks and, if requested by SRC, further screening on all Short-list candidates and present SRC with verbal and written comments;
- xx. Meet with SRC to discuss relevant reactions to Short-list candidates. Assist SRC in preparing a detailed final report to be presented to the Council for decision
- xxi. Formally inform all Short-list candidates of their status via telephone, e-mail or regular mail.

OUTPUTS

To provide, as a result of the above:

- a) A first cut list containing detailed information for 15-25 candidates;
- b) Assist the SRC to select a long list of approximately 10 candidates;
- c) Assist the SRC to select a short list of 5 or 6 candidates;
- d) Assist the SRC to select final list of candidates;
- e) A report on the process to establish the long list of candidates;
- f) A report on the interviews conducted for establishing the short list of candidates;
- g) Draft interview questions and a scoring grid for the SRC and prepare a report on the interviews of the final list of candidates; and
- h) Prepare a detailed final report, in collaboration with the SRC, on the final list of candidates and the recruitment process.

CONFIDENTIALITY

All details of this assignment, candidates, selection processes, discussions, interviews etc. must be kept entirely confidential. The consultants are expected to understand the sensitive nature of this assignment and act accordingly.

If the candidate resigns or is let go within one year of taking up his or her role, the recruitment firm is obliged to find a replacement without charging a fee.

ASSURANCE OF IMPARTIALITY AND TRANSPARENCY

The firm will be aware as it performs its duties of the Updated Policy on Ethics and Conflict of Interest for the Council Members, Alternates and Advisors of the Global Environment Facility (GEF/C.53/11) to avoid bias or the appearance of bias in the CEO selection process. SRC Committee members are Council Members or Alternates and therefore "Covered Individuals" under the Ethics Policy.

The policy defines conflict of interest in paragraph 3.1 as:

"A conflict of interest arises when a Covered Individual participates personally and substantially in any particular GEF matter in which, to his or her knowledge, he or she or an Immediate Family Member or Associated Institution has a financial, professional or other interest, if the particular matter may have a direct and predictable effect on that interest." Under paragraphs 4.1 and 4.2 of this policy, members of the SRC will have:

"...a duty to disclose the existence of any actual, apparent, or potential conflict of interest, including those that derive from Immediate Family Members or Associated Institutions, and the nature of such conflict, whenever he or she becomes aware that a conflict exists or that a conflict is reasonably likely to occur or that there is the appearance of a conflict." They also "... must complete and submit a "Declaration of Interest" form, to be developed by the Ethics Committee, to the Ethics Officer, who will consolidate for review by the Ethics Committee."

TERMS OF REFERENCE FOR THE CEO OF THE GEF

THE ORGANIZATION

1. 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. Participation in the GEF is open to any state member of the United Nations or of any of its specialized agencies, and currently 183 countries are members.
2. 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.
3. The GEF is the designated financial mechanism for five international conventions: the United Nations Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the Stockholm Convention on Persistent Organic Pollutants (POPs), the United Nations Convention to Combat Desertification and the Minamata Convention on Mercury. The GEF is not formally linked to the [Montreal Protocol](#) but actively support its implementation by helping the Russian Federation and nations in Eastern Europe and Central Asia to phase out their use of ozone-destroying chemicals under the terms of the Montreal Protocol.
4. Since its inception as a pilot facility in 1991, GEF has committed \$18 billion in grants to over 4900 projects in more than 165 developing countries and economies in transition.
5. GEF operations are implemented through a partnership of 18 Agencies: the African Development Bank, the Asian Development Bank, the Brazilian Biodiversity Fund, Conservation International, the Development Bank of Latin America, the Development Bank of Southern Africa, the European Bank for Reconstruction and Development, the United Nations Food and Agriculture Organization, the Foreign Economic Cooperation Office of the Ministry of Environmental Protection of China, the Inter-American Development Bank, the International Fund for Agricultural Development, the International Union for Conservation of Nature, The World Bank Group, the United Nations Development Programme, the United Nations Environment Programme, the United Nations Industrial Development Organization, the West African Development Bank and the World Wildlife Fund.
6. The GEF is administratively supported by, but is functionally independent of, the World Bank.
7. The GEF Secretariat itself, construed for administrative purposes as a Vice President Unit within the World Bank, has an annual administrative budget of about \$25 million, and a staff complement of professional and Administrative Client Support staff of approximately 65.

For more information, please see www.thegef.org

THE POSITION

The GEF operates under the direction of the GEF Council, is ultimately responsible for appointing the GEF Chief Executive Officer and Chairperson of the GEF (the “CEO”). The term of the current CEO expires on July 31, 2020. The GEF Council has authorized its Selection and Review Committee (SRC) to oversee the recruitment process of a new CEO.

Principal Responsibilities

- **Strategy Development:** The CEO will build upon the GEF’s accomplishments to date, further strengthening GEF relevance and profile and cooperate with the World Bank acting as Trustee for the GEF in the negotiations for the eighth replenishment of the GEF. This is especially important given the following two trends: first, the emerging role of new funds which creates the need to define the GEF’s position in the global environmental funding architecture in line with guidance from the environmental Conventions the GEF serves as a financial mechanism; and second how to handle the demand for increased country ownership of GEF programming and direct access to national and regional agencies which execute projects.
- **Operational Management:** The CEO will lead the development, adoption, and monitoring of the operational policies and programs for GEF-financed activities that respond, inter alia, to the objectives and priorities of the global environmental conventions and agreements. The CEO will provide oversight and leadership for the content of GEF’s work; effectively lead the day-to-day operations with support from the GEF management officers. The CEO will oversee annual budgeting, programmatic planning, and evaluation of GEF’s efficacy through sensible interpretation of quantitative and qualitative output; report to the GEF Council on the on-going progress of GEF’s work program; and report to the GEF Assembly on progress toward meeting GEF’s overall strategic goals. The CEO will also foster increasing country ownership of (and accountability for) initiatives and streamlined GEF processes.
- **Relationship Development:** The CEO will develop and sustain high-level relationships with key developed and developing country governments, and other key stakeholders to ensure the effectiveness and impact of GEF’s work. Specifically, the CEO will build a compelling narrative to engage donors in the eighth replenishment of the GEF Trust Fund; oversee the administration of the other funds for which the GEF serves as Secretariat (Least Developed Countries Fund, Special Climate Change Fund, Nagoya Protocol Implementation Fund and the Adaptation Fund); build the foundation for new instruments that leverage public financing to engage private investment; manage existing and create new partnerships with top quality global and local institutions, including the GEF Agencies, that provide GEF with access, knowledge, and co-financing; identify new

potential donors and raise funds to support further growth; ensure the long-run financial viability of GEF; and manage dialogue with civil society.

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

LEADERSHIP CHARACTERISTICS

In addition to having a strong work ethic and unquestionable integrity, the CEO will have the presence to establish immediate credibility with a complex group of stakeholders. Bringing substantive experience in multi-stakeholder leadership, the ideal candidate will have demonstrated competency and passion for environmental and social issues in their prior career and view the global environment as a critical issue for sustainable development. Fund raising experience and exposure to the work of the global environmental conventions is a plus.

The successful candidate will demonstrate:

1. Leadership

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

2. Strategy and Vision

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

3. Organizational and Cultural Sophistication

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

4. Understanding of Finance

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

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

Key competencies include:

Results-Oriented Change Leadership

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

Cultural and Strategic Breadth

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

Influencing and Interpersonal Skills

The ideal candidate must possess strong communication capabilities and have a broad team orientation. They must have the ability to influence and work effectively with cross-functional executives across a large and complex organization, credibly influencing internal and external stakeholders through the application of diplomacy to bridge conflictive interests within the GEF partnership as well as deep subject knowledge. Leveraging excellent interpersonal skills, they will be a persuasive oral and written communicator driven to collaborate effectively with Council Members, Operational and Political Focal Points. In this role, they will be motivating other stakeholders to buy into and embrace environmental strategies aligned with the brand and positioning of the GEF.

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

In the pursuit of excellence, we continually search for qualified individuals with diverse backgrounds from around the globe. We are proud to be an equal opportunity and inclusive employer with a dedicated and committed workforce, and do not discriminate based on race,

religion, color, national origin, gender, gender identity, ethnicity, sexual orientation, age, marital status, veteran status, or disability status.

LOCATION

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

REMUNERATION, CONTRACTUAL ARRANGMENTS AND TERM

Remuneration will be comparable to the level of a Vice President of the World Bank and an Assistant Secretary General in the United Nations common system. The Council will appoint the CEO with a performance based contract. The CEO's performance will be evaluated regularly with a performance framework to be approved by the Selection and Review Committee. The term of the position will be four years, with the possibility of reappointment once.

ANNEX 3

RECOMMENDED BUDGET

1. Based on current costs for hiring an executive search firm, the SRC proposes the following budget:

Contract for recruitment services firm	\$200,000
(includes travel expenses)	
Advertisement (i.e. 'The Economist')	\$35,000
Travel expenses (for short listed candidate interviews)	\$50,000
Miscellaneous (including telecommunication)	\$15,000
Total	\$300,000

2. The World Bank, acting as the Trustee of GEF funds, will administer the necessary contractual arrangements.