

58th GEF Council Meeting
June 2 – 3, 2020
Virtual Meeting

Agenda Item 08

**REPORT OF THE SELECTION AND REVIEW COMMITTEE
ON THE APPOINTMENT OF THE GEF CEO AND CHAIRPERSON**

Recommended Council Decision

The Council, having followed the procedures adopted in document GEF/C.56/11/Rev.01, decides to appoint Mr. Carlos Manuel Rodriguez as CEO and Chairperson of the Global Environment Facility for a four-year term beginning August 1, 2020.

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EXECUTIVE SUMMARY

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 CEO may be reappointed by the Council for one additional four-year term.”¹ The second term of the current GEF CEO/Chairperson (hereinafter the ‘CEO’) will expire on July 31, 2020.
2. At its 35th Meeting in June 2009, the Council established the GEF Council Selection and Review Committee (SRC) to oversee the GEF CEO appointment process.²
3. At its 56th Meeting in June 2019, the Council, in anticipation of the completion of the second and final term of the current GEF CEO, decided to initiate the process for the selection of the next GEF CEO. The Council authorized the SRC to engage an executive search firm and approved a budget for the recruitment process.³ The process for the appointment of the CEO and the updated Terms of Reference for the CEO were circulated to the Council out of session and approved under a no objection procedure in December 2019 and January 2020, respectively.⁴
4. In December 2019, the SRC engaged an executive search firm, SRI Executive, to provide professional assistance in recruitment advertising and outreach, candidate screening and assessment, interviews, and reference checks. The SRC was also supported by the World Bank’s HR Client Services team, who administered the necessary contractual arrangements and ensured that the recruitment process adhered to relevant World Bank policies and procedures.
5. In January 2020, following the Council’s approval of the updated Terms of Reference for the GEF CEO, the SRC initiated the search process. The position was advertised online and in print. SRI Executive also engaged in candidate outreach through its global network referral system. Overall, the search process yielded 106 active candidates.

¹ *Instrument for the Establishment of the Restructured Global Environment Facility*. Updated September 2019. Available at: <https://www.thegef.org/documents/instrument-establishment-restructured-gef>

² GEF/C.35/9/Rev. 2, *Recommendations Concerning Certain Appointment, Reappointment, and Performance Objective Reviews Processes*. August 2009. Available at: <https://www.thegef.org/council-meeting-documents/recommendations-concerning-certain-appointment-reappointment-and>

³ GEF/C.56/11/Rev.01, *Preparing to Launch an Executive Search for the GEF CEO/Chairperson*. June 2019. Available at: <https://www.thegef.org/council-meeting-documents/report-selection-and-review-committee-1>

⁴ The process for the appointment of the CEO was approved on a no-objection basis on December 13, 2019. The updated Terms of Reference for the GEF CEO was approved on a no-objection basis on January 24, 2020.

6. Consistent with the process approved by the Council, the SRC used a progressive winnowing process to reduce the set of candidates to a list of three finalists for the Council's consideration.
7. The SRC's objective was to conduct an open, fair, merit-based, and transparent recruitment process—one that produced the best and most highly qualified candidates for the position, consistent with the Terms of Reference approved by the Council. The SRC provided regular written updates to the Council and made itself available for consultation at regular intervals.
8. On May 28-29, 2020, the Council convened in Executive Session to meet virtually with the three finalist candidates and then make its selection. The Council decided by consensus to appoint Mr. Carlos Manuel Rodriguez as the next CEO and Chairperson of the GEF.

THE COUNCIL'S SELECTION OF MR. CARLOS MANUEL RODRIGUEZ

9. Mr. Rodriguez is currently serving his third term as the Minister of Environment and Energy for Costa Rica. An environmental lawyer by profession, he is an internationally recognized conservationist and environmental policymaker. He is a pioneer in the development of payment for ecosystem services (PES), which seeks to identify and capture the economic value of standing forests by compensating landowners for the environmental benefits these forests provide, thereby aligning economic incentives with conservation goals. He has also led efforts on forest restoration, ocean conservation, and de-carbonization strategies.
10. Between his second and third ministerial terms, Mr. Rodriguez worked for 12 years as Vice President for International Policy at Conservation International. In this role, he helped biodiversity-rich countries implement the Multilateral Environmental Agreements through policy enhancements and institutional capacity building, as well as by mobilizing financial resources.
11. Mr. Rodriguez has participated in multilateral environmental negotiations for more than 30 years, including for the Convention on Biodiversity, the U.N. Framework Convention on Climate Change, and the U.N. Convention to Combat Desertification.
12. Mr. Rodriguez has known and worked with the GEF since its inception. He joined in the negotiations for its establishment and over the years has participated in many GEF Council Meetings, both as a government official and as a CSO representative. He has participated in all GEF Assemblies but one. He has been involved in GEF-financed interventions in Costa Rica and other countries.

OVERVIEW OF THE RECRUITMENT PROCESS

13. The SRC's objective was to ensure an open, fair, merit-based, and transparent recruitment process for the next GEF CEO—one that produced the best and most highly qualified candidates for the position, consistent with the Terms of Reference approved by the Council.

The Search Process

14. The position was advertised online and in print. SRI Executive also engaged in candidate outreach through its global network referral system.

15. Overall, the search process yielded 106 active candidates. Of the 106 candidates, 71 submitted unsolicited applications in response to the advertisements posted in *The Economist* and elsewhere. 35 additional candidates were identified by SRI Executive through its targeted headhunting exercise (out of 204 individuals contacted).

The Candidate Screening Process

16. SRI Executive processed and reviewed all candidates using a rigorous four-stage screening process to confirm that they met the requirements of the position—as approved by the Council—and that their values and objectives aligned with the GEF's:

1. First Round Paper Screening: All profiles were reviewed in order to determine if the individual met the minimum requirements based solely on their curriculum vitae and accompanying cover letter (if submitted). All criteria used at this stage were tangible and easily measured. In order to advance to the next stage of the process, the candidate had to meet minimum criteria as defined by the position description and additional information shared by the client during the kick-off meeting.

2. Second Round Screening: Following the preliminary screening, SRI Executive then conducted initial screening/introductory calls with 54 candidates. Of these, the ones who were deemed fit for the position and who were interested moved to the next stage (submission of competency profile and formal interview) for further evaluation.⁵

3. Third Round Formal Interview Screening: Following a review of the competency profile exercise, 28 candidates were brought forward for formal interviews by SRI. These interviews reviewed all criteria set out below, further probing the candidate's experience in (in no particular order):

- Technical capabilities (insofar possible);

⁵ The competency profile is a written exercise that challenged candidates to further explain their experience relative to key criteria.

- Leadership and management;
- Global network;
- Communication/interpersonal/representational skills;
- Career/motivation; and
- Competency-based skills.

4. Fourth Round Formal Interview: Following the first formal interview, 19 recommended candidates were also assessed for cultural and behavioral fit. These interviews were carried out by SRI's Managing Director for senior-level appointments.

17. This candidate screening process resulted in the provision of a list of 19 pre-qualified candidates for the SRC's consideration.

SRC Shortlisting and Interview Process

18. Following SRI's presentation of the 19 pre-qualified candidates to the SRC, the SRC and SRI met virtually on March 24, 2020 to review the candidates. The SRC worked with SRI to winnow this field to a longlist of ten candidates for further consideration, based on their credentials and work experience.

19. The SRC provided the GEF Council with a general overview of the longlisted candidates and the skills and experience they would bring to the CEO role. The SRC noted that this highly qualified pool of candidates presented a diverse mix of educational backgrounds and experience in sustainable development finance (both in the private sector and in international financial institutions); large international environmental NGOs; national government agencies; and research and think tank organizations. The SRC further noted that all ten candidates had strong knowledge of environmental policy and sustainable development finance and that all had held leadership roles—in other words, they all had the appropriate skills and experience to be considered for the GEF CEO role. The SRC also made itself available for consultations with interested Council Members.

20. On April 14, 2020, the SRC and SRI met again virtually to winnow the longlist of ten candidates down to a shortlist of six candidates to be interviewed by the SRC. At this meeting, the SRC deliberated on the ten candidates, posed questions to SRI, and then undertook a selection procedure to identify the six preferred candidates. The SRC was in full agreement as to the six candidates to be moved to the first interview stage.

21. The SRC provided the GEF Council with a general overview of the shortlisted candidates. The SRC emphasized the candidates' diverse professional backgrounds, noting that some had done significant work in the private sector or served at high levels in their national governments, while others had held leadership positions in think tanks, NGOs, or multilateral organizations. All had done significant work in sustainable development and/or environmental policy in different capacities. All had significant international experience. The SRC again made itself available for consultations with interested Council Members.

22. On April 28 and 29, 2020, the SRC interviewed the six shortlisted candidates, with three candidates being interviewed each day. The interviews were conducted virtually and were supported by the World Bank. SRI and a World Bank HR representative were also present during the interviews as observers, but did not participate.
23. Following the interviews, on April 30, 2020, the SRC held a post-interview de-briefing session. During this session, the SRC Members discussed their views on each candidate and after lengthy deliberations, unanimously agreed on the three finalists to put forward to the full GEF Council for its consideration.
24. On May 8, 2020, the SRC presented the three finalist candidates to the GEF Council for its consideration. A report prepared by SRI Executive on the three finalists was circulated to the Council for its review.
25. On May 28 and 29, 2020, the Council convened in Executive Session to meet virtually with the three finalist candidates in sequence and then make its selection.

ANNEX 1: COMPOSITION OF THE GEF SELECTION AND REVIEW COMMITTEE

1. At the time of this report, there are five serving members on the GEF Selection and Review Committee:
 - (a) Ornela Cuci, Albania
 - (b) Mathew Haarsager, United States (Chair)
 - (c) Yoshitomo Kondo, Japan
 - (d) Carola Van Rijnsoever, Netherlands; and
 - (e) Aparna Subramani, India.
2. Prior to the 58th Meeting, one member left the committee, who informed the committee of her non-availability going forward.

ANNEX 2: TERMS OF REFERENCE FOR THE CEO OF THE GEF⁶

The Terms of Reference will be provided to the CEO candidate and will form the basis for the CEO search.

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 trends: 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; dealing with the causes of environmental degradation in an integrated way; and how to handle the demand for increased country ownership of GEF programming.
- **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

⁶ As approved by the Council on January 24, 2020.

conventions and agreements. The CEO will provide leadership for the content of GEF's work; effectively lead the day-to-day operations with support from the GEF Secretariat management and staff; effectively manage and develop staff in order to maximise performance and promote an inclusive and healthy working environment. The CEO will also serve as the head of the Adaptation Fund Secretariat.

- The CEO will oversee annual budgeting, programmatic planning, programmatic performance and assessing of GEF's efficacy; regularly report to the GEF Council on the progress of GEF's work program, including its pipeline; and report to the GEF Assembly on progress toward meeting GEF's overall strategic goals based on the GEF-7 Programming Directions for the next cycle of GEF investments. The CEO will also address country ownership of and accountability for initiatives and streamlined GEF processes. The CEO is responsible for coordinating with the World Bank to apply all relevant World Bank policies and procedures related to the Secretariat.
- **Relationship Development:** The CEO will develop and sustain high-level relationships with developed and developing country governments, and other key stakeholders that provide the GEF with knowledge and co-financing to ensure the effectiveness and impact of GEF's work. Specifically, the CEO will build a compelling narrative to engage existing and potential new donors in the eighth replenishment of the GEF Trust Fund as well as in the continuous support for its other funds (i.e. the Least Developed Countries Fund and the Special Climate Change Fund); oversee the administration of the other fund for which the GEF serves as Secretariat (i.e. the Adaptation Fund); work to catalyze private investment; raise funds to support further growth; ensure the long-run financial viability of GEF; and manage dialogue with civil society. The CEO will be responsive to the Council and build an effective relationship with it.

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 the Secretariats of the relevant global Environmental 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 stature 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

- 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, be inclusive and motivate colleagues
- Superior communication skills including advanced public speaking and media capabilities

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 with a preference for experience working in environmental policy.

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
- Proven track record 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, including 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 the mechanisms, instruments, and new approaches in the operations of large funds or trust funds.

5. Understanding Environmental Issues

- Strong understanding of international development that address environmental issues and understanding of the international environmental conventions

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 multi-cultural and linguistic experience.

LOCATION

The CEO of the GEF will be based at the World Bank'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: OVERVIEW OF SEARCH STATISTICS⁷

Table 1. Full Search Statistics: Total Number of Unsolicited Applications + Total Number of *Potential* Candidates Approached by SRI in Targeted Outreach⁸

Category	Number	Percentage
Total Number of Candidates Reviewed (Applicants + SRI Identified candidates)	275	100%
Number of male candidates	179	65.1%
Number of female candidates	96	34.9%

Table 2. Statistics on Unsolicited Applications⁹

Category	Number	Percentage
Total number of applications reviewed	71	100%
Total number of male applicants received	58	81.7%
Total number of female applicants received	13	18.3%
Number of candidates from developed countries	39	55%
Number of candidates from developing countries	32	45%

⁷ Statistics provided by SRI Executive.

⁸ Please note that SRI can only confirm the nationalities of the candidates who responded to their outreach and therefore cannot include the statistics or number of candidates who are from developed or developing countries in the total pool.

⁹ In these search statistics, “developing countries” include candidates from low-income, lower-middle income, and upper-middle income countries, as defined by the World Bank’s country income classification system for FY 2020 (see: <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>). Candidates with dual nationality in developed and developing countries are counted as developing-country candidates.

Table 3a. Statistics on Total Number of *Potential* Candidates Approached by SRI in Targeted Outreach¹⁰

Category	Number	Percentage
Total Number of Candidates Reviewed	204	100%
Number of male candidates identified through SRI targeted research	121	59.3%
Number of female candidates identified through SRI targeted research	83	40.7%

Table 3b. Statistics on Candidates Approached by SRI in Targeted Outreach Who Expressed Interest in the Position

Category	Number	Percentage
Total number of candidates	35	100%
Number of male candidates	23	65.7%
Number of female candidates	12	34.3%
Number of candidates from developed countries	22	63%
Number of candidates from developing countries	13	37%

¹⁰ Please note that SRI can only confirm the nationalities of the candidates who responded to their outreach and therefore cannot include the statistics or number of candidates who are from developed or developing countries in the total pool.

Table 4. Statistics on Active Candidate Pool: Unsolicited Applicants + SRI-Identified Candidates Who Expressed Interest in the Position

Category	Number	Percentage
Total number of candidates (Applicants + SRI-identified candidates who showed interest in the position)	106	100%
Number of male candidates	80	75.5%
Number of female candidates	26	24.5%
Number of candidates from developed countries	67	63.2%
Number of candidates from developing countries	39	36.8%

Table 5. Statistics on 19 Candidates Recommended by SRI to the SRC

Category	Number	Percentage
Number of candidates on recommended list	19	100%
Number of female candidates on recommended list	8	42%
Number of male candidates on recommended list	11	58%
Number of candidates from developing countries on recommended list	8	42%
Number of candidates from developed countries on recommended list	11	58%