

GLOBAL
ENVIRONMENT
FACILITY

GEF SECRETARIAT
STAFFING PLAN FOR FY96

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Washington, D.C.
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GEF/C.5/4
June 20, 1995

RECOMMENDED DRAFT COUNCIL DECISION

The Council reviewed document GEF/C.5/4, *GEF Secretariat Staffing Plan for FY96*. The Council takes note of the justification for the Secretariat staffing provided by the CEO and finds it consistent with the FY96 budget approved by the Council at its meeting in May 1995.

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INTRODUCTION

1. This paper responds to the Council's request at the May 1995 Council meeting that the Secretariat provide justification for its staffing plan for FY96. It is organized as follows. The paper first reviews the principal responsibilities of the Secretariat as set forth in the *Instrument for the Establishment of the Restructured Global Environment Facility* (herein cited as the "Instrument") and further elaborated by the Council, and then the strategy used by the CEO to build staff capacity toward this end. It briefly traces the stages of growth of the Secretariat under the restructured GEF and the special considerations affecting the FY96 staffing plan, particularly concerning new or additional responsibilities assigned by the Council and shifts in emphasis as the program also grows in size. Finally, it discusses the Secretariat's staffing plan for FY96, briefly reviewing existing positions and the proposed new positions. That discussion is organized along the business plan objectives introduced in the GEF Corporate Business Plan FY96/97 and Budget FY96 paper (GEF/C.4/4), which was approved by the Council at its May 1995 meeting. The Annex A contains biographical sketches of present senior staff and secondments.

PRINCIPAL RESPONSIBILITIES OF THE SECRETARIAT

2. Under the Instrument, the Secretariat's mandate to implement effectively the decisions of the Council and the Assembly falls into seven generic areas, which encompasses several activities:

- (a) **Service the Council and Assembly.**¹ This includes managing all aspects of regular and special meetings and ensuring implementation of decisions taken. Activities involve preparing and distributing in a timely manner any technical, policy, procedural, operations or information papers required by the Council or Assembly for its meetings; serving as Secretary for the Council and Assembly meetings, organizing the agenda, ensuring proper application of the rules of procedure and timely preparation of decisions of the Council and joint chair's summary; monitoring all Council decisions to ensure proper follow-up and implementation; preparing and processing communications with Council members on policy, technical, and operational issues (including projects); serving as focal point for coordination between the Council and Implementing Agencies, and between the Council and the Conventions' Conferences of the Parties; developing and applying criteria for NGOs to attend and observe Council meetings; organizing conference services and logistics, and the travel of members and accredited NGOs to Council meetings.
- (b) **Report to the Assembly, Council, and other institutions as directed by the Council.**² This includes preparing the Annual Report, Annual Implementation Report, Quarterly Operational Report, reports to the Conferences of the Parties of the Conventions, reports to the Council on arrangements with the Conventions; reports to the Council on corporate business planning and budgets, Secretariat expenditures and staffing, and programming resources; analytical reports to the Council to

¹ Instrument, paragraph 21.

² Instrument, paragraphs 21(d), (e), (f) and (g), 31; Annex B, paragraph 11.

accompany the work programs; information kit and other communications materials such as the Bulletin, Questions and Answers, press releases and press briefs, to help countries and others understand the GEF.

- (c) **Coordinate and collaborate with all entities** of the GEF and other outside bodies³, including Implementing Agencies, Convention Secretariats, the STAP, and other international organizations. The Secretariat chairs interagency committees to facilitate coordination and collaboration such as the GEF Operations Committee (GEFOP), which meets regularly, and the Interagency Budget Committee, which coordinates in the preparation of the corporate business plan and budget, and informal task forces in biodiversity, climate change, land degradation, ozone, international waters and incremental costs. Activities in this area also include developing cooperative arrangements or agreements with the Conferences of the Parties to the Conventions; maintaining institutional and technical relations with all entities of the GEF structure; liaising with other United Nations bodies including the Commission on Sustainable Development, specialized UN agencies, multilateral financial institutions including the regional development banks, and other regional institutions; promoting the purposes of the GEF with international, regional and bilateral agencies; convening annual meetings of the Heads of Agencies; maintaining NGO relations and organizing NGO consultations; and undertaking regional and sub-regional consultations.
- (d) **Develop project cycle and other operational guidance based on Council-approved policy.**⁴ This area includes preparing and monitoring effectiveness of the operational strategy and associated operational guidelines on the basis of Council-approved policy. Other outputs include guidance on and regular monitoring of the GEF project cycle for national, regional, and global projects; handling Council members' technical comments on projects contained in work programs; use of the Project Development Facility; information disclosure, consultation and local participation in GEF-financed projects; incremental cost calculations and final project evaluation (including the framework, work program, and budget). Generally, the Secretariat provides leadership in the focal areas and related operations matters through direct advice and assistance on projects as part of the GEFOP process, working papers, seminars, and ongoing communications with the Implementing Agencies and others involved with GEF operations.
- (e) **Coordinate the joint work program formulation and oversee its implementation.**⁵ This involves the Secretariat chairing and managing the meetings of GEFOP; determining the content of the proposed work program including the financial resources required, and CEO endorsing projects before final approval; maintaining a project preparation tracking system, monitoring and reporting on projects in implementation, including pilot phase projects, monitoring and review of project

³ Instrument: paragraphs 21(e) and (f), 23, 27, 28; Annex D, paragraphs 13 and 14.

⁴ Instrument, paragraph 21(c).

⁵ Instrument, paragraphs 21, 29, 30, Annex D, paragraph 13.

completion reports, and generally overseeing project quality to ensure that Council-approved policies and procedures are being implemented.

- (f) **Financial Policy Work and Cooperation with the Trustee.**⁶ This area involves maintaining financial relations and cooperating with the Trustee -- providing financial information and monitoring financial management issues (e.g., currency composition, encashment needs), translating financial policy for GEF operations, assisting the Trustee in setting up special accounts, assisting in organization of financial audits, and working on replenishment issues. Activities also include pursuing cofinancing and other initiatives for leveraging GEF funds through private sector financing and alternative funding mechanisms.
- (g) **Undertake other functions as may be assigned by Council.**⁷

STAFFING STRATEGY TO MEET THIS MANDATE

3. A number of recruitment and planning principles have guided the CEO's decision-making about the Secretariat's staff composition and size to fulfill the responsibilities noted above:

- (a) **Remain as small as possible, while ensuring the Secretariat can perform its functions effectively and efficiently;**
- (b) **Build sufficient core staff capacity in order to facilitate ongoing work program development, quality control, and implementation, and not become a bottleneck in the process;**
- (c) **Use existing staff from the Administrator's Office of the pilot phase as part of the core staff for the Secretariat in order to maximize and maintain institutional memory;**
- (d) **Give priority to filling critical skills gaps for work program development and oversight, recruiting professionals with practical operational experience who are able to work flexibly on diverse and multiple tasks, as task leaders and in multi-disciplinary teams;**
- (e) **Use consultants for tasks of limited duration or where long-term needs are not yet well defined;**
- (f) **Encourage secondments from the Implementing Agencies so long as candidates are able to fill established and funded posts;**

⁶ Instrument, paragraphs 9, 21 (h), 29; Annex B, paragraphs 10 and 11; Annex C, paragraph 1(b).
⁷ Instrument, paragraph 21 (i).

- (g) In staff recruitment, strive to enhance the regional and gender mix, while maintaining standards of quality and equity among the staff; and
- (h) Develop close working relations with recruitment units of the three Implementing Agencies in order to use their services most efficiently for recruitment of staff.

STAGES OF GROWTH OF THE SECRETARIAT

4. Table 1 (next page) shows the progression of staff growth of the Secretariat since the pilot phase. Pursuant to the staffing strategy, the Secretariat began FY95 by transferring over the six higher-level professionals from the pilot phase to ensure continuity and benefit from the valuable and extensive start-up experience gained during the pilot phase. These positions were the Administrator (now Assistant CEO), environmental specialist in biodiversity, senior environmental economist, external relations officer, institutional specialist, and climate change specialist. In addition, the two higher-level staff secondments, one each from UNEP and UNDP, transferred to the new Secretariat, along with a half-time editor recruited through UNDP.

5. By mid-FY95, in addition to the CEO, three additional senior staff positions had been added to fill gaps in program coordination and administration, international waters, and communications. The CEO also promoted the budget person to an entry higher-level post in recognition of increased responsibilities and high performance. This brought the higher-level core staff complement to eleven, plus the two higher-level secondments. Finally, to fill gaps in two areas of growth (land resources and GEFOP management) and anticipating the completion of the two secondments in the first quarter of FY96, the Secretariat recruited two additional specialists -- one to handle land degradation (and biodiversity especially in Africa) and the second as operations officer to serve as the Secretary of GEFOP. This brought the core staff complement to thirteen plus the two secondments. In response to the Council's decision at the February 1995 meeting that additional staffing commitments should not be made during the remainder of FY95 that would preempt 1996 budget planning, the CEO ceased recruitment and did not fill his projected target of 15 core staff as indicated in the February budget paper.

TABLE 1

GEF SECRETARIAT:
STAFF GROWTH PROGRESSION

	Pilot Phase FY94	GEF1 - FY95			FY96 proposed
		Begin FY	Midyear	End	
Staff	6.0	6.0	11.0	13.0	19.0*
L-T Cons	2.0	1.0	1.0	2.0	5.0
Seconded	2.5	2.5	2.5	2.5	0.0
Total HL	10.5	9.5	14.5	17.5	24.0

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7

* This number includes 1 upgraded post planned for FY96 and 2 higher-level replacement posts reflected in FY95 as a separate line item under seconded staff. The secondments are now shown as zero because the existing secondees' contracts will be expiring in early fall, and future secondments will be recruited to fill authorized staff positions and therefore will not have a separate line item. In other words, the net increase in funded core staff positions from FY95 to FY96 is 3. The .5 post in the secondment line in FY95 reflects an editor contract that expires and will be converted to short term in FY96.

EVOLVING NATURE OF SECRETARIAT'S WORK PROGRAM

6. The content of the Secretariat's work program continues to evolve, even as the overall mission and objectives remain the same. During FY94 when negotiations for GEF I were underway, there was a heavy emphasis on policy and finance. Once agreement had been reached in GEF I, the primary tasks of the Secretariat beginning in FY95 were to develop decision-making procedures and tools to help the Council do its work, and then to prepare the operational strategy to guide the work program. That phase required staff resources to be focused on analyses of operational policies, and program and project cycle processes, in addition to the ongoing responsibility to oversee pilot phase projects.

7. During FY96, the operational strategies and policy base will mostly be in place, and the emphasis will shift significantly to implementation, both the preparation of GEF I projects and the implementation of pilot phase projects. The portfolio of new projects is estimated to grow each year in the next three years by more than 80; this is in addition to the numerous enabling activities and the pilot phase projects numbering some 115. Such an estimate does not include projects which drop out along the way, but still must receive early review and advice. To facilitate a smooth process, the first year of experience with GEFOP has shown that much more upstream work is needed by the Secretariat with the Implementing Agencies to provide advice and guidance on proposed projects, incremental cost issues, and project cycle requirements at the earliest possible stages. Staff resources also need to be strengthened to track and monitor Council's decisions and follow-up actions of the

growing, cumulative project portfolio, effectively support the CEO on project endorsement, and monitor project implementation.

8. For the Secretariat, this means increased workload in operational oversight and a corresponding shift in the kinds of outputs expected from the Secretariat -- from development of policies and procedures in FY95, to facilitating work program development and quality control in FY96, as well as overseeing on behalf of the Council the process of final approval of projects and their implementation by the Agencies. For staffing purposes, there will always continue to be need for some policy analyses as well as operational guidance. However, the growth in activities supporting implementation will require additional capacity and skills if project quality is to be ensured and the Secretariat is to avoid becoming a bottleneck in project processing. The new operational strategies and project cycle requirements call for a steep learning curve in order that the work program quickly responds to these guiding principles. Existing staff, all of whom have diverse skills to support operations, will need to be supplemented by new people with operational experience in critical areas.

PLAN FOR FY96

9. In response to the above, the goal of the Secretariat's FY96 staffing plan is to strengthen its capacity to facilitate work program development and quality control. Five new core staff members are proposed in areas where critical skills gaps exist for this new and growing work (see Table 2, next page). These posts cover energy technology (especially renewables), biodiversity (especially Asia), sociology, program support to operations, and program support to institutional relations. In addition, one post is planned for upgrading an existing support-level post. Thus, while six new posts are indicated, in terms of overall staff resources the net increase in positions from FY95 to FY96 will be only three. This is because the two higher-level secondments will be rotating back to their parent agencies and one position will be an upgrade.⁸ Under the new staffing strategy, future secondments will use only authorized staff posts and be counted under the core staff number, and no longer as a separate line item as was the case in the May paper.

10. The Secretariat's core staff would continue to be supplemented with long-term consultants as needed to meet unanticipated or transitional needs. Consultants would be used to deal with such matters as the still-evolving ozone work program, PDF coordination, information technology, publications' management and information dissemination.

11. The additional core staff positions being proposed would support mostly work program development and oversight, mainly through the GEFOP process, where the need for increased Secretariat capacity is most serious. Table 2 identifies existing and proposed staff positions for the FY96 period. It is organized according to the business plan objectives with which each position is principally associated, recognizing that a staff's work program normally involves tasks in several objectives. Each position is then briefly described below in the context of these objectives.

⁸ In addition to the budget analyst who was upgraded in FY95, the CEO plans during FY96 to upgrade the existing support-level post handling Council and GEFOP logistics, to the higher-level post of Conference Officer to reflect expanded responsibilities.

TABLE 2

GEF SECRETARIAT STAFF PLAN FY96 -
EXISTING AND PROPOSED STAFF

Existing Core Staff Positions FY95	Proposed New Positions FY96
<p>Management-Administration</p> <ol style="list-style-type: none"> 1. CEO/Chairman of GEF 2. Assistant CEO 3. Program Coordinator 4. Budget Analyst [upgraded] 	<p>None</p>
<p>Operations Policy (GEF1 Portfolio, Pilot Phase Monitoring)</p> <ol style="list-style-type: none"> 5. Senior Environmental Specialist (Climate Change) 6. Senior Environmental Specialist (Land Res. Mgt.) 7. Senior Environmental Specialist (Water Resources) 8. Senior Environmental Specialist (Operations) 9. Environmental Specialist (Biodiversity) 	<ol style="list-style-type: none"> 1. Biodiversity Specialist 2. Energy Specialist 3. Sociologist 4. Program Officer (Operations)
<p>Legal and Institutional Relations</p> <ol style="list-style-type: none"> 10. Senior Institutional Specialist 	<ol style="list-style-type: none"> 5. Program Officer (Institutional Relations) 6. Conference Officer (planned upgrade)
<p>Financial Policy Mgt./Replenishment</p> <ol style="list-style-type: none"> 11. Senior Environmental Economist 	<p>None</p>
<p>Communications/External Affairs</p> <ol style="list-style-type: none"> 12. External Relations Officer 13. Environment Officer 	<p>None</p>
<p>Higher-level secondments</p> <ol style="list-style-type: none"> 1. Principal Officer (from UNEP) (Term completed Sept. 95) 2. Senior Capacity Building Specialist (from UNDP) (Term completed Aug. 95) 	<p>[Future secondments would fill authorized posts]</p>

Management/Administration *(no new positions proposed)*.

12. The work related to this objective involves all tasks associated with management, planning and programming, finance, personnel and administration to ensure all staff and consultants are adequately directed and supported to carry out their work program effectively. Four staff are primarily associated with this objective, and no new positions are anticipated.

Existing Staff:

- (a) **Chief Executive Officer and Chairperson of the GEF** *(Mohamed T. El-Ashry)*: This position heads the Secretariat and is responsible for overall decision-making and management of the Secretariat and ensuring fulfillment of all duties set out in the Instrument and further assigned by the Council, including all internal matters and external and institutional relations. These responsibilities include the organization and appointment of Secretariat Staff.
- (b) **Assistant Chief Executive Officer** *(Ian Johnson)*: In addition to assisting, and advising the CEO on management and administrative matters, including strategic planning, and acting for the CEO in his absence, this post chairs the GEFOP (investing substantial time in the operational policy objective below), and the editorial and publications committee, as well as the Inter-agency Budget Committee which coordinates the preparation of the corporate business plan and budget.
- (c) **Program Coordinator** *(Barbara Lausche)*: The post is responsible for day-to-day coordination and implementation of all Secretariat administrative policies and systems, and personnel recruitment through the three Implementing Agencies. The post is task manager (with the assistance of the budget analyst) for producing the corporate business plan and corporate budget and mid-year reports, the Secretariat's annual business and staffing plan and budget, and semi-annual report to Council on expenditures. The post also includes cross-cutting tasks in capacity building and other special purpose assignments as requested by the CEO or Assistant CEO.
- (d) **Budget Analyst** *(Anne Bohon-Flanagan)*: The post, upgraded to higher-level during FY95, supports the Program Coordinator and others in all aspects of budget, including analyzing and aggregating financial data for GEF's corporate budget reports and mid-year reviews and serving as secretary to the Inter-Agency Budget Committee; compiling administrative cost and project data from the three Implementing Agencies on a quarterly basis for the Annual Report; tracking and producing budget information for the Secretariat's budget and semi-annual expenditure reports, and for special project-related trust funds. The position supervises support staff in use of all World Bank computerized accounting programs, and works with Implementing Agencies and the trustee on consistency of budget reporting systems.

Operations Policy (GEF I and Pilot Phase Portfolio Oversight) (four new posts proposed).

13. These business plan objectives involve a cluster of inter-related tasks associated with development of operational strategies and guidance, oversight of their implementation by the Implementing Agencies, and overall facilitation of the work program, its quality control, and implementation. These responsibilities for the Secretariat are closely linked and involve the same staff. Thus, for Secretariat staffing purposes, the three objectives are clustered under the same theme, even though for corporate business planning and budget purposes they were separated in the May paper.

14. This area of work is where the Secretariat's capacity is in the greatest need of strengthening. As noted above, additional resources with new skills are critical to support existing staff work if the Secretariat is to fulfill its role in facilitating work program development and quality control of the portfolio as well as its implementation.

15. The Secretariat currently has five technical specialists filling core staff positions in operations policy and project oversight, which includes all GEFOP-related work, and two higher-level secondments whose terms will end the first quarter of FY96. Four additional new posts are proposed to support this area of work.

Existing Staff:

16. Of the five existing core technical staff, four principally support the four focal areas, providing overall leadership to the Secretariat in their areas of speciality with review, advice and oversight of the GEF project portfolio. Their duties include work on the operational strategy and follow-up guidance to implement the strategy, advising on projects before GEFOP including providing as much upstream advice and guidance as needed to facilitate a smooth GEFOP process, working with incremental cost specialists, monitoring technical comments and projects in preparation, advising on projects in implementation including pilot phase projects, assisting with the Annual Implementation Review, and producing working papers on operational issues. The Secretariat's fifth technical specialist in this area assists with overall management of GEFOP and serves as the Secretary to GEFOP. In addition, the Secretariat has benefited from the services of two higher-level secondments. These seven technical posts interact regularly with staff of the Implementing Agencies, Convention Secretariat technical counterparts, STAP, executing agencies, consultants, and other international bodies as needed. They are briefly described below.

- (a) **Senior Environmental Specialist (Climate Change) (Kenneth King):** While the focal area emphasis is on climate change, responsibilities extend also to assisting with the development of GEF's operational policies in cross-cutting areas, and the development of operational guidelines in these areas. The position also manages the Program for Measuring Incremental Costs for the Environment (PRINCE). For the GEFOP, this position also is responsible for supervising work and review

on ozone, and assessing other project proposals with regard to incremental costs calculations.

- (b) **Senior Environmental Specialist (Land Resources Management)** (*Walter Lusigi*): The post advises on dryland biodiversity and land degradation (with special emphasis on Africa). It also serves as the scientific focal point within the Secretariat for STAP, and has responsibilities as part of the core team for preparation of the Annual Implementation Review.
- (c) **Senior Environmental Specialist (Water Resources)** (*Alfred Duda*): The post coordinates all matters related to GEF's international water's strategy, guidance, and portfolio. In addition to advising on projects in that focal area, duties also include advising on water-related components of projects in the climate change and biodiversity focal areas and on water-related aspects of land degradation. Furthermore, this post undertakes activities associated with overall coordination and monitoring of GEF's operational policies in implementation.
- (d) **Environmental Specialist (Biodiversity)** (*Mario Ramos*): Primary responsibilities of this post include advising on all biodiversity projects before GEFOP during its first year and managing the preparation of the operational strategy for biodiversity, work which will continue with preparation of operational guidance for biodiversity. Other portfolio-wide tasks include responsibility for a review of pilot phase biodiversity projects in implementation. Technically, the post brings special expertise on Latin America and the Caribbean, and on biodiversity issues in the humid tropics.
- (e) **Senior Environmental Specialist (Operations)** (*Ali Azimi*): This post deals with overall GEFOP operations and has the prime responsibility for working with the GEFOP Chair and other technical specialists to develop the guidance and oversight needed to ensure a high quality portfolio of GEF financed activities consistent with Council-approved operational policies. The position serves as Secretary to the GEFOP, organizing the substantive agendas and necessary background materials required for the GEFOP to conduct its business efficiently, prepares operational guidance covering generic issues of GEF operations and the GEF project cycle and monitors their application, oversees development and implementation of a project data management system for monitoring and tracking GEF activities and, in this context, is the task manager of the Annual Implementation Review.

Senior Level Secondments:

17. Since 1993, the GEF pilot phase and then the restructured GEF has had the benefit of two senior secondments, one each from UNDP and UNEP. These posts have provided valuable contributions to the Secretariat's evolving and growing work program. While rotation back to their parent agencies will occur in August for the UNDP secondee and September for the UNEP

seconded, as part of the new staffing strategy most functions they performed will need to be continued by existing or new staff. It is important to summarize their work programs as an indication of the kinds of responsibilities that are to be absorbed within staff posts.

- (a) **Principal Officer (from UNEP) (*Uttam Dabholkar*):** Served as Secretary to the GEFOP during FY95 and the start-up phase with responsibility for organizing and following up on GEFOP meetings; provided advice and assistance to the GEFOP Chair on all aspects of the work program; responsible for land degradation strategy work, including preparation of papers to the Council; and served as liaison to STAP.
- (b) **Senior Capacity Building Specialist (from UNDP) (*John Ohiorhenuan*):** Principal technical advisor on capacity building to the GEF Secretariat; organized and conducted workshops in Africa and Latin America on capacity building issues and in Europe and the United States on global training needs, and how to best use communications media and other information technologies in capacity building; provided advice and assistance to Implementing Agencies; and served in special assignments including special field missions and meetings related to capacity building and incremental cost analysis.

Four New Positions Proposed:

- (a) **Biodiversity Specialist:** This post is a high priority to provide the additional GEFOP support needed, especially for Asia, as the biodiversity portfolio grows. It is expected that biodiversity project oversight will be particularly resource intensive in order to sufficiently address the kinds of complex issues normally involved, including social and institutional issues, skills levels and stakeholder support in the recipient country. The Secretariat expects to need a strong mix of skills for different regions and types of biodiversity issues if it is to effectively fulfill its facilitating and oversight roles in this focal area.
- (b) **Energy Specialist (Energy Technology and Renewables):** The principal responsibilities of this post would be to assist the Secretariat in general and the GEFOP in particular with advice on strategies for integrating energy technologies, including renewables, into GEF-financed projects in the focal area of climate change, and assessing and advising on other project proposals with regard to energy technology components. This post also would be involved with development of any special operational policies and guidance in this area, and pursue initiatives to better understand and work with industry.
- (c) **Sociologist:** This position would work closely with the Implementing Agencies' coordinating units, which have limited or no capacity in this area, to define guidance and techniques for ensuring social soundness of GEF-financed projects, including stakeholder participation where relevant. It would begin to draw early lessons from pilot phase projects on impacts of social issues on the project's effectiveness, and

how project cycle processes can ensure that critical sociological aspects are taken into account. The Council's work program for October 1995 includes a policy paper on information disclosure and consultation which would fall within the scope of work of this post.

- (d) **Program Officer (Operations):** This would be a mid-level post with responsibility to assist the GEFOP Chair, Secretary, and technical specialists with the work of the GEFOP to ensure the operational strategy and guidance is being implemented. It would assist in monitoring the status of proposed projects in the work program, projects in implementation, and incorporation of technical comments from the Council, CEO and GEFOP. The post also would assist in monitoring cross-cutting issues such as capacity building and training, and track project-related documentation including supervision reports for any special implementation issues. It also would assist senior staff with review of projects for lessons learned, across regions and focal areas, through work with the Annual Implementation Reviews and other analyses.

Legal and Institutional Relations (*one new post proposed*).

18. This area of the Secretariat's work program is responsible for advice, guidance, and monitoring of GEF governance and legal issues, servicing the Council and Assembly, and undertaking other legal and institutional relations to ensure that the work of the GEF is proceeding properly under the Instrument and Council decisions. Activities include advising the CEO on the role, policies, and procedures of the GEF; serving as legal and institutional liaison with the Implementing Agencies, the Trustee, Convention Secretariats, and other international bodies; serving as Secretary to the Council meetings; assisting the CEO in preparing communications to Council members when needed; and taking the lead on negotiations of arrangements and agreements with the Convention Secretariats. This area of work also is responsible for monitoring the eligibility of countries to receive GEF funds including eligibility under the specific Conventions. It also includes organizing conference services, logistics, and communications for Council, Assembly, and GEFOP meetings.

Existing Staff:

Senior Institutional Specialist (*Patricia Bliss-Guest*): This post is responsible for day-to-day implementation and oversight of the above tasks, and serves as the Secretary of Council meetings.

Position Upgrade:

The post of Program Assistant (*Marie Morgan-Wels*) is planned to be upgraded during FY96 to **Conference Officer**, an entry higher-level position to reflect expanded responsibilities under the restructured GEF. Among other duties, this post involves planning and implementation of the administrative, physical, and logistic requirements for Council, Assembly, and GEFOP meetings. The post also has undertaken special assignments in setting up GEF information sites on the World Wide Web and EcoNet electronic networks.

One New Position Proposed:

Program Officer (Institutional Relations): A mid-level position with responsibility for day-to-day support on specific institutional issues. A major part of the duties of this post would be to monitor follow-up to Council decisions to ensure they are being implemented as directed, and to monitor work of the Convention Secretariats and their documentation and other materials in order to make them readily available within the Secretariat and to Implementing Agencies. The post would also assist with production of the Annual Report to ensure that reporting requirements of the Council and Conventions are met, and provide substantive support to the Secretary at Council meetings.

Financial Policy Management and Replenishment *(no new posts requested).*

19. This area of work is responsible for maintaining financial relations with the Trustee, translating financial policy for GEF Operations, and undertaking research in financial policy and management initiatives to strengthen GEF's financial base. The financial policy and research work is undertaken in close collaboration with the Implementing Agencies to identify possible cofinancing and other opportunities for leveraging GEF funds by catalyzing private sector funding, bilateral cofinancing, and alternative funding mechanisms; and to explore ways to broaden GEF's replenishment sources. Other activities in this area include work on GEF-specific burdensharing formulas, monitoring constituency groups and the voting mechanism, working with the trustee on replenishment issues, and assisting in organized financial audits.

Existing Staff:

Senior Environmental Economist (Frederick Van Bolhuis). This position is responsible for overseeing the above activities. In addition, he is assisting the Assistant CEO with the monitoring and evaluation work now underway.

Communications/External Affairs *(no new posts proposed).*

20. This area of work is responsible for all activities associated with implementing and updating, as needed, the Communications Strategy and work program for the restructured GEF. This work is carried out in close collaboration with the Implementing Agencies. The Secretariat is responsible for production of the following core GEF documentation: Annual Report, Quarterly Operational Report (QOR), Quarterly Bulletin, GEF Kit, GEF Questions and Answers, and the Working Papers. These documents may be distributed by the Secretariat and the Implementing Agencies. The Implementing Agencies continue to be responsible for the distribution of the project documents, and the Secretariat also makes these documents available to the public upon request.

21. Apart from production and dissemination of outreach documents and associated communications, this area also involves identifying, establishing and maintaining good relationships with different target audiences, including the news media, NGOs, and academia with the aim of keeping them informed of, and gaining support for GEF operations and activities; helping develop public affairs activities in GEF participating countries; preparing or clearing articles and press statements; organizing seminars, briefings, interviews, and other meetings with target audiences;

assisting the CEO in public relations activities by writing briefings and speeches; and monitoring and analyzing public opinion and the press to advise the CEO of significant trends concerning views on the GEF.

Existing Staff Posts:

- (a) **External Relations Officer (vacant):** responsible for overseeing and implementing the above work program directly or through supervision of others.
- (b) **Environmental Officer (*Alexandra Bezeredi*):** Implements aspects of the above work program dealing with coordination with the Implementing Agencies in GEF's communications work, including coordinating the views and inputs on national workshops and other training activities in recipient countries to ensure that the content is consistent with operational policy and guidance; operational work to monitor, coordinate, compile, update, or prepare drafts, as appropriate, for the following outputs under the GEF's external communications strategy: the GEF Quarterly Bulletin, the Annual Report, the information kit, and other materials that may be produced from time to time. The post also involves NGO liaison work and consultations.

**GEF SECRETARIAT
STAFFING PLAN FY96**

BIOGRAPHICAL SKETCHES OF EXISTING HIGHER-LEVEL STAFF AND SECONDMENTS

Ali M. Azimi: *Senior Environmental Specialist (Operations)*. Mr. Azimi joined the Secretariat in the Spring of 1995 from the Asian Development Bank (ADB), where he had served for six years as Senior Environmental Specialist working on a wide range of environmental issues in investment projects including energy, industry, and natural resources related projects. At the ADB, he played a catalytic role in promoting sustainable development issues in Bank policy, helped initiate its disclosure of information policy, and was instrumental in making the ADB a regional focal point for climate change issues. Overall, Mr. Azimi has some 19 years of professional experience in environmental management and planning with development institutions and the private sector. He has worked in almost all Asian countries, and several countries in Africa, Europe and the Caribbean. His PhD (ABD) is in environmental management from George Washington University, with his BSc and MSc in chemistry/biochemistry and environmental science respectively. He has authored or contributed to numerous publications related to environment and development.

Alexandra Bezeredi: *Environmental Officer*. Ms. Bezeredi joined the Secretariat in November 1994 from the Department of Foreign Affairs and Trade, Canada. Her prior experience includes some 12 years with diplomatic and environmental issues in that Department, including 4 years in the Permanent Mission of Canada to the UN, and 2 years at the Canadian Embassy in Washington. Her responsibilities during these years included monitoring and assessing environment, development, and trade issues at the international and regional levels, providing policy advice and preparing briefing papers on foreign policy issues for senior officials, and participating in United Nations and bilateral negotiations, conferences, and meetings. She also worked 2 years in India and had temporary assignments in other developing countries. Her Masters Degree is in journalism and international affairs from Columbia University, with her undergraduate degree in economics and East Asian Studies. In 1991 Ms. Bezeredi received the Professional Association of Foreign Service Officers Award for her work at the United Nations.

Patricia A. Bliss-Guest: *Senior Institutional Specialist*. Ms. Bliss-Guest joined the GEF in 1993 during its pilot phase to handle duties related to institutional relations and governance, and then the restructuring and new institutional framework under GEF I. Prior legal experience includes serving as Associate Director for International Law and Policy for the US Council on Environmental Quality within the Executive Office of the President, and working as an associate in a US law firm. Prior to earning her Juris Doctor (JD) from Harvard Law School in 1988, she served for 7 years as program officer to the UNEP Regional Seas Program Activity Center in Geneva where she was responsible for formulating and supervising legal aspects of the program, and 4 years as associate program officer to UNEP's Mediterranean Program Activity also in Geneva. Ms. Bliss-Guest also has a Masters of Science Degree in International Relations from the London School of Economics and Political Science. She has produced a number of publications, particularly on regional seas issues, and is a member of the District of Columbia and Massachusetts Bar Associates, as well as the American Society of International Law.

Anne Bohon-Flanagan: *Budget Analyst.* Ms. Bohon-Flanagan joined the GEF pilot phase in 1993 as the budget officer, on a development assignment from the World Bank Africa Technical Department. While at the GEF she was promoted from a support staff to an entry-level higher-level staff due to her accomplishments in that position and the increased responsibilities which have come with the restructured GEF, including work with the corporate budget and developing consistency across accounting systems of the three Implementing Agencies. Prior to joining the GEF she worked for 8 years in the Africa Technical Department on programming and budget issues in the front office and in the Agriculture Division, and Population, Health, and Nutrition Divisions. During those years, she gained valuable knowledge and experience with World Bank accounting and work program information management systems which are critical for the GEF in its administrative relationship to the Bank and in the Secretariat's financial coordination function with the Bank as Trustee. Ms. Bohon-Flanagan holds a degree in French and English from Tufts University.

Uttam Dabholkar: *Principal Officer (UNEP).* Mr. Dabholkar joined the GEF Pilot Phase in September 1993, on a two-year secondment from UNEP, and transferred to the Secretariat with the restructuring of the GEF. Prior to this assignment, he was Principal Programme Officer in UNEP's Regional Office for North America. Apart from the GEF, he has served more than nineteen years in the United Nations, sixteen of these at UNEP headquarters in Nairobi. At UNEP his major responsibilities included heading its program on Environment and Development, which provided policy, methodological, institutional guidance, advice, and training for developing countries and countries in transition. He also served as Secretary of the United Nations Inter-Governmental Committee on the Environmental Perspective to the Year 2000 and Beyond, which was adopted by the UN General Assembly in December 1987. His Bachelor's and Master's degrees in business and economics are from the University of Bombay. He also has a Master's degree in economics and has undertaken doctoral work at Cornell University in development economics, economic planning and econometrics. Among professional associations of which he is a member is the Association of Environmental and Resource Economists. Among his awards is a Fulbright Scholarship and Exchange Visitorship from India to the United States.

Alfred M. Duda: *Senior Environmental Specialist (Water Resources).* Mr. Duda joined the Secretariat in December 1994 to lead the operational policy work in international waters. Prior to this post, he worked for three years with the World Bank Environment Department as a senior environmental specialist in water resources aspects of the Bank's lending and technical assistance programs, focused on water resources issued in Africa and Eastern Europe. During his 20-year career addressing water resources issues, Mr. Duda also held management positions with a US state water pollution control agency, the Tennessee Valley Authority, and the US Department of State as Director of the Great Lakes Regional Office of the International Joint Commission (Canada/US). His PhD is from Duke University in hydrology and his published work covers more than 30 peer-reviewed papers on scientific and policy aspects of surface and groundwater quality, water resources, and integrated approaches to land, water, and ecosystem management. Mr. Duda is a member of the International Association on Water Quality, the Association of Groundwater Scientists and Engineers, and The Water Environment Federation. In addition, he has been the recipient of several awards for his scientific work and has served on the Board of Directors of several professional organizations.

Mohamed T. El-Ashry: *Chief Executive Officer and Chairman of GEF.* Mr. El-Ashry was appointed to his current position by the GEF Council at its July 1995 meeting. He served as Chairman of the GEF during its pilot phase, and while in that position also served as Chief Environmental advisor to the World Bank President and Director of the Bank's Environment Department. Prior to joining the World Bank, Mr. El-Ashry was Senior Vice President for the World Resources Institute, and Director of Environmental Quality with the Tennessee Valley Authority. He has held teaching and research positions at Cairo University, Pan-American-U.A.R. Oil Company, Illinois Geological Survey, Wilkes University and the Environmental Defense Fund. He served as Senior Environmental Adviser to UNDP, and as Special Adviser to the Secretary General of the 1992 UN Conference on Environment and Development (UNCED). His PhD is in geology from the University of Illinois and his undergraduate from Cairo University. Mr. El-Ashry is a fellow of the Geological Society of America and the American Association for the Advancement of Science. He is listed in American Men and Women of Science and Men of Achievement. In March 1983 he was honored as Air Conservationist of the Year by the Tennessee Conservation League for his role in TVA's air quality and acid rain efforts. In 1990, he was elected to the Third World Academy of Sciences. He was honored by the Secretary General of UNCED for his contributions to the Earth Summit, and received the 1992 Egyptian-American Outstanding Achievement Award. He has published or presented more than one hundred and twenty papers and four books.

Ian Johnson: *Assistant Chief Executive Officer.* Mr. Johnson joined the GEF Pilot Phase in 1991 as its first Administrator, and transferred to his current post with the restructuring of the GEF. Mr. Johnson has over twenty years of experience in economic development including 11 years with the World Bank prior to joining the GEF. At the World Bank he held a number of positions in the economic policy, and infrastructure and energy operations fields, including economic advisor to the Policy and Research Vice Presidency, and energy economist in the Chief Economist's Office of the European Region. Before joining the Bank as a Young Professional, Mr. Johnson worked for the British Government for one year as senior economist, and almost five years in Bangladesh for the United Nations and a non-governmental organization. He is an economist and has studied at the universities of Wales, Harvard, and Sussex.

Kenneth King: *Senior Environmental Specialist (climate change).* Mr. King has been in this post during the Pilot Phase working on climate change, incremental cost, and a range of other operational policy issues. Before joining the GEF, he worked at the World Bank on environmental policy issues, particularly dealing with phasing out of ozone depleting substances and incremental cost issues under the Montreal Protocol. Other experience includes 7 1/2 years with the Asian Development Bank (ADB) working on energy and environment issues in lending operations, technical assistance and policy work; and serving as Assistant Director of Energy with the Victoria State Government, Australia, working on energy conservation initiatives and emergency response procedures for oil shortages. Overall, Mr. King has some 18 years experience in energy and environment policy; 12 of them on issues concerning developing countries. He has operational experience in Australia, 17 developing countries, and one country in transition; and has lived in three developing countries (for a total of 18 years). His published work covers scientific research, energy planning and environmental policy, including a review of energy-environment issues in Asia (published by the ADB in 1990). His PhD is from the University of Sydney in physics, and his Masters of Environmental Studies is from the University of Adelaide.

Barbara J. Lausche: Program Coordinator. Ms. Lausche joined the Secretariat in October 1994, from the World Bank Environment Department where she was senior staff in the front office. Ms. Lausche joined the Bank through its Legal Department in 1988 filling a new position as its first environmental lawyer and then moved to the Environment Department to work with institutional and policy issues. Prior to the Bank, Ms. Lausche had some 12 years experience as environmental lawyer and project manager, mostly in development, with the World Wildlife Fund as director of its legal technical assistance program, U.S. Congressional Office of Technology Assessment as project director for a three-year study of sustainable arid-land agriculture, U.S. Environmental Protection Agency as attorney in international waters issues, and two NGOs. She also served four years as a Peace Corps Volunteer, including two years as environmental law advisor to the Attorney General's Chambers, The Gambia, and has been an environmental consultant through IUCN, UN, and NGO contracts to some 15 developing countries in Africa, Asia, and Latin America. She is a member of the IUCN Commissions on Law, and Environmental Planning; the International Council of Environmental Law; and the District of Columbia and Minnesota Bar Associations, and has authored or coauthored more than twenty publications on environment and development. Her Juris Doctor (JD) is from Catholic University Law school, Washington, D.C.

Walter J. Lusigi: Senior Environmental Specialist (Land Resources Management). Mr. Lusigi joined the Secretariat in the Spring of 1995, transferring from the World Bank's Africa Technical Department where he was senior ecologist since 1990. Prior experience includes some 8 years as ecologist in Kenya under the UNDP/FAO Kenya Wildlife Management Project and then the National Environment Secretariat of the Office of the President, which he was asked to organize in 1974. In 1980, he joined UNESCO as Chief Technical Advisor and team leader of scientists working on desertification and arid lands issues, later becoming coordinator of the UNESCO Man and the Biosphere Program for Africa. He has several international professional affiliations, including membership in the Norwegian Academy of Science and Letters, affiliate Professor of Conservation Biology at Oslo University, and affiliate member of the Range Science Faculty, Colorado State University. He was Regional Councillor and Vice President of IUCN from 1984 to 1990, while also being Vice Chair of its Commission on National Parks and Protected Areas and a member of the Commissions on Ecology and Environmental Planning. His published work includes more than 25 publications of special importance to conservation. Mr. Lusigi's PhD is in landscape Ecology from the Technical University of Munich and his Bachelor's and Master's degrees are in range ecology and wildlife management from Colorado State University.

John Ohiorhenuan: Senior Capacity Building Specialist. Mr. Ohiorhenuan joined the GEF Pilot Phase in August 1993, on a two-year secondment from UNDP, and transferred to the Secretariat with the restructuring of the GEF. Prior to joining the GEF he held the post of Principal Technical Adviser on Capacity Building at UNDP headquarters in New York. He joined UNDP in 1989 as Senior Economist in the Regional Bureau for Africa with responsibility for the Social Dimensions of Adjustment program. He became Senior Programme Manager in 1990 in charge of the portfolios on macroeconomic reforms and private sector development and governance. Prior to joining UNDP, Mr. Ohiorhenuan was an academic for 15 years, teaching macroeconomics and development theory and planning. He taught at the University of Guyana and later at the University of Ibadan in Nigeria, where he became Professor of Economics. He also worked directly on development programming issues for two years as Director of Planning in the Lagos State Government. Mr. Ohiorhenuan received a B.Sc in Economics from the University of Ibadan and an M.A. and PhD

from McMaster University. He was a Fellow at the Institute of Development Studies in Sussex in 1983/4. He was a recipient of the Rockefeller Foundation "Reflections on Development" Award in 1986. He is a member of the Nigerian Economic Society and the American Economic Association, and his published work includes a book and about forty peer-reviewed papers on economic planning and development policy.

Mario Ramos: *Environmental Specialist (Biodiversity).* Mr. Ramos joined the GEF Pilot Phase in 1993 as biodiversity specialist for the pilot phase. He came to the GEF from the World Bank Environment Department, where he worked two years on wildlands and natural habitats issues. Prior to joining the Bank, other positions included senior program officer with the World Wildlife Fund's Latin America and Caribbean program (4 years), and 5 years as director for the Center of National Research Institute on Biotic Resources in Chiapas, Mexico. Through this Institute he also served as director of research for the Montes Azules Biosphere Reserve, Lacandon Rain Forest, Chiapas, for one year, and Head of the Ornithology project and Professor of the Masters Program on Ecology and Conservation for 4 years. Mr. Ramos received his PhD in ecology and behavioral biology and MSc in zoology from the University of Minnesota, with his undergraduate degree in biology from the University of Mexico. He is a member of several professional organizations and has served on a number of honorary posts, including being current President of the Neotropical Ornithological Society; fellow of the American Ornithologists Union; founding member and member of the Board of Directors of the Asociacion Mexicana Pro Conservacion de la Naturaleza (PRONATURA); member of the IUCN Parks Commission; representative for Mexico to the International Ornithological Committee; President of the Second Iberoamerican Ornithological Congress; and Acting President for the Third Neotropical Ornithological Congress. He has published more than 30 conservation-related papers in peer-reviewed journals and edited two books, one on the Montes Azules Biosphere Reserve, and a second on migratory birds in the Neotropics.

Frederik van Bolhuis: *Senior Environmental Economist.* Mr. van Bolhuis joined the GEF in 1991 near the beginning of the pilot phase to work on financial policy and management, and subsequently on replenishment, governance, and constituency issues. Immediately prior, he worked for one year at the World Bank on its Environmental Program for the Mediterranean on issues of financing pollution control. Before the Bank, he had some 18 years experience in finance, much of that related to financial management in developing countries. Of this, three years were as economist with the International Monetary Fund, and 13 years with Citibank which included a period as country treasurer for Venezuela and the Netherlands Antilles. In the late 1980's, he moved to environmental financing work with the World Resources Institute as director of an externally-funded project to develop a proposal for international conservation financing. This work, coauthored with Robert Repetto and titled: National Endowments: Financing Resource Conservation for Development (1989), became one of the important inputs to the GEF concept as it developed. Mr. van Bolhuis has undertaken post graduate studies at UCLA and Oxford University in international economics, and received his Masters in Econometrics from Groningen University.