

Green Climate Fund

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# Selection of the head of the Interim Secretariat

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**GCF/B.01-12/06**

3 August 2012

**Meeting of the Board**

23-25 August 2012

Geneva, Switzerland

Agenda item 7



## **Recommended decision of the Board**

The Board, having reviewed document GCF/B.01-12/06 *Selection of the head of the Interim Secretariat*, agrees, subject to comments made at the meeting, on: (i) the selection process as outlined in the document; and (ii) the terms of reference for the head of the Interim Secretariat.

The Board establishes a Selection Committee consisting of the following Board members ([insert list]) to undertake the selection process.

The Board requests the Interim Secretariat to support the work of the Board by procuring the services of a competent executive search firm in accordance with the terms of reference annexed to this document. The Board approves US\$ 200,000 as part of the budget of the Interim Secretariat for the budget period of July 2012–June 2013 to meet the costs of engaging the executive search firm.

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## Table of contents

I.	Introduction	1
II.	Selection process for the head of the Interim Secretariat	2
III.	Draft terms of reference for the head of the Interim Secretariat	2
	3.1 Specific duties	3
	3.2 Selection criteria	3
	3.3 Duration of assignment of the head of Interim Secretariat	4
	Annex: Terms of reference for the executive search firm	5

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# Selection of the head of the Interim Secretariat

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## I. Introduction

1. Responding to the request from the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) at its seventeenth session, the secretariats of the UNFCCC and the Global Environment Facility (GEF) have taken the necessary administrative steps to set up the Interim Secretariat of the Green Climate Fund as an autonomous unit within the UNFCCC secretariat premises so that the Interim Secretariat can provide technical, administrative and logistical support to the Board until the independent Secretariat is established.
2. By decision 3.CP/17, the COP requested the Interim Secretariat to make arrangements for convening the first Board meeting of the GCF by 30 April 2012. The Interim Secretariat is making logistical and substantive preparations for this meeting. The COP also urged the Board to move promptly to appoint the head of the Interim Secretariat. The selection process for the head will be open, transparent, competitive and based on merit, with the objective of selecting the most qualified candidate. An early launch of the process is essential to ensure the head can take up her/his duties as soon as possible.
3. There are three options to select the head of the Interim Secretariat and provide for a transition to the establishment of the independent Secretariat:
  - (a) The head of the Interim Secretariat is selected through a fully transparent and competitive process with a Selection Committee established by the Board and supported by an executive search firm. The Board can retain the option of confirming the selected individual as the head of the independent Secretariat; or
  - (b) The Board follows the same process as above, without an executive search firm, but with the Selection Committee supported by the UNFCCC and GEF secretariats. The Board can retain the option of confirming the selected individual as the head (the Executive Director) of the independent Secretariat; or
  - (c) The Board could delegate to the heads of the UNFCCC and GEF secretariats the responsibility to identify the head of the Interim Secretariat. The Board could then follow the processes outlined in 3 (a) or 3 (b) to select the head of the independent Secretariat.
4. This document has been written on the assumption that options 3 (a) or 3 (b) would be utilized. Given, however, the delay in holding the first meeting of the Board, the original timeframe envisaged at the time of COP 17 cannot be maintained, and the Board may wish to consider option 3 (c).

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## II. Selection process for the head of the Interim Secretariat

5. The following steps are proposed for the selection of the head of the Interim Secretariat:
- (a) At its first meeting, the Board will review and approve the following: (i) selection process for the head of the Interim Secretariat; and (ii) terms of reference for the head of the Interim Secretariat;
  - (b) At the same meeting, the Board will establish a Selection Committee consisting of Board members who will oversee the selection process and make recommendations to the Board;
  - (c) An announcement will be issued immediately after the first Board meeting and circulated as widely as possible, including through a notification to all Governments and in leading international journals, with an application deadline of four weeks from the date of issuance of the announcement;
  - (d) The Board will decide whether the Selection Committee would be supported by an executive search firm<sup>1</sup> or the UNFCCC and GEF secretariats to receive applications and undertake the necessary follow-up action;
  - (e) Upon receipt of applications, the Selection Committee will review the applications, create a short list of up to six candidates for interviews and interview those candidates;
  - (f) At the second or a subsequent meeting of the Board, the Selection Committee will recommend three final candidates to the Board together with the ranking of preference;
  - (g) The Board will consider the recommendations and select one candidate from among the final candidates; and
  - (h) The selected candidate will be offered the position.

## III. Draft terms of reference for the head of the Interim Secretariat

6. The head of the Interim Secretariat will report to the Board and provide leadership, with the following broad responsibilities:
- (a) Support the Board in establishing the legal, institutional and operational architecture of the Fund;
  - (b) Support the Board in developing the operational policies and programmes for Fund-financed activities;
  - (c) Manage the functions assigned by the Board to the Interim Secretariat including implementing Board decisions and operational policies;
  - (d) Manage the human and financial resources of the Interim Secretariat.

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<sup>1</sup> This is under assumption that the related resources for the Interim Secretariat will be approved by the Board. The proposed terms of reference for the executive research firm, to be selected through a transparent procurement process, are presented in the annex to this document.

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### 3.1 Specific duties

- (a) Manage the support to meetings of the Board and its subcommittees, including preparation of documentation for the meetings and annual reports on the activities of the Fund, and ensure that the decisions of the Board and its subcommittees are followed up;
- (b) Lead the work of the Interim Secretariat in developing draft operational and administrative policies and guidelines of the Fund, adequately consulting with stakeholders on such policies and guidelines, and present these to the Board for its consideration and approval;
- (c) Lead the work of Interim Secretariat in developing, implementing, updating and reviewing the Interim Secretariat's business plan and annual administrative budgets and present these to the Board for its consideration and approval;
- (d) Collaborate with the Interim Trustee to ensure an effective flow of information;
- (e) Promote cooperation with other relevant institutions and establish and maintain a productive dialogue with stakeholders to advance the objectives of the Fund;
- (f) Plan and implement a resource mobilization process as directed by the Board, including identification and preparation of required documentation through consultations with potential contributor countries;
- (g) Manage fundraising to cover the administrative budget of the Interim Secretariat and for the services of the Interim Trustee;
- (h) Manage reviews of project proposals to be financed by the Fund, in accordance with project review criteria as decided by the Board;
- (i) Recruit the staff of the Interim Secretariat and ensure their strong and sustained performance, while maintaining staff morale at a high level;
- (j) Represent the Fund in relevant external fora in line with the Board guidance; and
- (k) Perform any other duties as required by the Board.

### 3.2 Selection criteria

- (a) Advanced degree in relevant field and at least 20 years of relevant experience;
- (b) Strong professional experience in dealing with establishing, managing or operating funds, global environmental issues or international development finance organizations;
- (c) Broad understanding of the political, scientific, economic, social and practical dimensions of climate change and knowledge of related sectoral issues;
- (d) Demonstrated capability of sound political judgment and ability to bring strong strategic thinking to complex problems and other qualities needed for effective leadership in governance structures;
- (e) Excellent managerial and communication skills for leading and managing diverse and multi-sectoral staff;

- (f) Experience in, or working with, developing countries and in dealing with a range of stakeholders, including international organizations, development agencies, scientific and technical bodies, developing country counterparts and civil society organizations;
- (g) Relevant experience in establishing and leading teams with complex work programmes;
- (h) Excellence in written and spoken English. Knowledge of French or Spanish would be an advantage.

### 3.3 Duration of assignment of the head of Interim Secretariat

7. The head of the Interim Secretariat will serve for approximately eighteen months until the independent Secretariat is fully established. The term of the head of the Interim Secretariat will terminate around December 2013 when it is expected that the independent Secretariat will be established. The head of the Interim Secretariat will ensure the smooth transition and operation from the Interim Secretariat to the independent Secretariat.

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## Annex

### Terms of reference for the executive search firm

#### I. Introduction

1. At its seventeenth session, the Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) approved decision 3/CP.17 requesting the UNFCCC secretariat, jointly with the Global Environment Facility secretariat, to set up the Interim Secretariat of the Green Climate Fund (hereafter the "Fund") as an autonomous unit within the UNFCCC secretariat premises. The Interim Secretariat will provide technical, administrative and logistical support to the Board until the independent Secretariat of the Fund is established.
2. The head of the Interim Secretariat will service and be accountable to the Board and is responsible for the day-to-day operations and staff selection of the Interim Secretariat of the Fund. The term of the head of the Interim Secretariat will expire in December 2013 when it is expected that the independent Secretariat of the Fund will be established and functional, and headed by an Executive Director.
3. A Selection Committee established by the Board will oversee the recruitment process for the head of the Interim Secretariat and engage an executive search firm to provide advisory and administrative support. It is expected that the recruitment process would be completed by 31 October 2012.

#### II. Qualifications

- (a) The firm must have demonstrated experience in working with international/multilateral public and private organizations;
- (b) The firm must have a strong track record of advising and administering a selection process for senior executives within the context of a competitive and transparent process;
- (c) The firm must be knowledgeable about the skill set required to manage an international financial institution.

#### III. Activities to be undertaken by the firm under the guidance of the Selection Committee

##### 3.1 Phase I: Attracting applications and communicating with candidates

- (a) Review the job description of the position and ensure that the selection criteria are properly formulated;
- (b) Assist in developing and advertising the vacancy announcement for the position in appropriate media (print media or by electronic means);
- (c) Receive and keep record of all applications;
- (d) Act as the contact point for those seeking information;
- (e) Communicate, where appropriate, the Committee's decision to the applicants.



## 3.2 Phase II: Supporting the work of the Selection Committee

### 3.2.1. Establishment of the first list of candidates (approximately 20-25)

- (a) Review all applications received;
- (b) Develop a role specification for the position based on the terms of reference of the head of the Interim Secretariat and following the guidance from the Selection Committee;
- (c) Present to the Selection Committee a first list of 20-25 candidates as well as appropriate background information (that can be gathered without contacting the potential candidates);

### 3.2.2. Establishment of the second list of candidates (approximately 10-12)

- (a) Assess all individuals on the first list of candidates, including information gathering via telephone, videoconference, in person (where appropriate) and by other means;
- (b) Conduct appropriate reference checks and further screening of all the first list candidates and present oral and written comments to the Selection Committee;
- (c) Assist the Selection Committee in establishing the second list of candidates (approximately 10-12) who will be further evaluated.

### 3.2.3. Establishment of the short list of candidates (up to six)

- (a) Assess all candidates on the second list, including information gathering via telephone, videoconference, in person (where appropriate) and by other means;
- (b) Conduct appropriate reference checks and further screening of all the second list candidates and present a detailed report, including available background information, detailed CVs and references to the Selection Committee;
- (c) Assist the Selection Committee in establishing the short list of candidates (up to six) who will be further evaluated;
- (d) Facilitate the interviews by the Selection Committee of the short list candidates, including drafting the questions for the Selection Committee;
- (e) Prepare a report on the interviews for consideration by the Selection Committee.

### 3.2.4. Establishment of the final list of candidates (three) for the consideration by the Board

- (a) Assist the Selection Committee in establishing the final list of three candidates, in the ranking of preference, which will be presented to the Board for approval;
  - (b) Facilitate interviews of three candidates from the final list, including drafting questions for the Selection Committee and preparing a report;
  - (c) Assist the Selection Committee in preparing the detailed final report which will be presented to the Board.
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