

Green Climate Fund

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# Progress Report of the Executive Director Selection Committee

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**GCF/B.01-13/05**

12 March 2013

**Meeting of the Board**

13-15 March 2013

Berlin, Germany

Agenda item 8 (a)

## **Recommended action by the Board**

It is recommended that the Board:

- (a) Takes note of the information presented in document GCF/B.01-13/05 *Progress Report of the Executive Director Selection Committee*; and
- (b) Adopts the decision presented in Annex I to this document.

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## Progress Report of the Executive Director Selection Committee

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### I. Introduction

2. At its second meeting in Songdo, Republic of Korea, on 18-20 October 2012, the Board, by its decision B.02-12/08, established the Executive Director Selection Committee, consisting of six Board members (H.E. Mr. Jan Cedergren, H.E. Mr. Ernesto Cordero Arroyo, Mr. Omar El-Arini, H.E. Ms. Audrey Joy Grant, Mr. Manfred Konukiewitz as Chair, and Mr. Alexey Kvasov), that will oversee the selection process and make recommendations to the Board.

3. This document contains the report of the Committee to the Board on the progress of its work as at 11 March 2013, pursuant to paragraph (b) (vii) of decision B.02-12/08.

### II. Progress of the Committee's work

4. The Committee, assisted by the Interim Secretariat, conducted ten meetings, nine by teleconference<sup>1</sup> and one in person.<sup>2</sup> Its work addressed in particular:

- (a) The draft terms of reference for the Executive Director (Annex III of document GCF/B.02-12/08), taking into account the comments received from Board members;<sup>3</sup>
- (b) The selection of a search firm to support the Executive Director recruitment process and the related procurement process;
- (c) The elements of support to be provided by the Interim Secretariat to the work of the Committee (Annex II of this document); and
- (d) The estimated recruitment cost for the Executive Director, based on an estimate prepared by the Interim Secretariat, which keeps the costs within the limit of the US\$ 200,000 budget approved by the Board.

5. At its first teleconference, held on 23 November 2012, the Committee agreed on the ground rules of its operations, including that:

- (a) The members will participate in their personal capacity and may not be replaced by their alternates;
- (b) The members may bring another person along to assist them in the meetings or teleconferences, for logistical support only;
- (c) The members will sign a declaration of impartiality and confidentiality; and
- (d) The members will recuse themselves from participating in the work of the Committee if a candidature of a national of the same country as the member's is examined.

6. All Committee members, and persons assisting them, signed the declaration of confidentiality and impartiality (Annex III of this document).

7. The Committee also agreed on a tentative timeline.

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<sup>1</sup> On 23 November and 10 December 2012; and 14 and 23 January; 1, 6, 20 and 27 February; and 6 March 2013.

<sup>2</sup> On 11 March 2013.

<sup>3</sup> A compilation of these comments was circulated to the Board on 5 December 2012.

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## 2.1 Draft terms of reference for the Executive Director

8. The Committee considered the draft terms of reference for the Executive Director (Annex III of document GCF/B.02-12/08), taking into account the comments received from Board members (decision GCF/B.02-12/08, paragraph (b) (i)). The following aspects were addressed in particular:

- (a) Functions and responsibilities of the Executive Director;
- (b) Establishment of selection criteria, such as experience and qualification requirements for the post;
- (c) Level of remuneration and contractual arrangements, including the contract term.

9. Consensus was reached on all elements of the draft revised terms of reference as set out in Annex IV of this document.

## 2.2 Selection of a search firm to support the Executive Director recruitment process

10. The Committee discussed various aspects of the selection process and, in particular, the usefulness of engaging a search firm in the process, as requested by the Board. For expediency, the Committee agreed to avail itself of external assistance for the recruitment process and build on the outcome of the procurement process initiated by the Interim Secretariat.

11. The Interim Secretariat informed the Committee of the request for proposal (RFP) process. The Committee reviewed the proposal, which was evaluated as the lowest cost and technically most compliant proposal. Based on an initial review of the technical proposal, the Committee agreed that the proponent has all the necessary qualifications to accomplish the task. The Committee requested the Interim Secretariat to liaise with the proponent and request it to revise its proposal in line with the guidance provided by the Committee (Annex V of this document).

12. The Interim Secretariat informed the Committee that the revisions made to the original technical proposal do not constitute a fundamental change thereof and that, consequently, the RFP remains valid and contracting can proceed on its basis.

13. The Committee considered the revised technical proposal and agreed to authorize the Interim Secretariat to enter into a contractual agreement with the proponent. The Committee reaffirmed its resolve to supervise and guide the work of the search firm until the conclusion of its work.

## **Annex I: Draft decision of the Board**

The Board, having considered document GCF/B.01-13/05 *Progress Report of the Executive Director Selection Committee*, and subject to comments and amendments made at the meeting:

Approves the terms of reference, including the job description and qualifications, for the Executive Director set out in Annex IV of document GCF/B.01-13/05.

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## Annex II: Elements of support to be provided by the Interim Secretariat

1. The Committee agreed that the Interim Secretariats' role in the selection process should be limited. Beyond providing logistical support to the Committee, the Interim Secretariat should also support its work with respect to budgetary aspects, additional information requirements, work plan and timeline.
2. The elements of support to be provided by the Interim Secretariat are:
  - (a) Logistical support (document preparation, meeting arrangements, room or teleconference facilities, etc.);
  - (b) Drafting and distribution of minutes of meetings and teleconferences as soon as possible after the event;
  - (c) Monitoring budgetary implications of the agreed work plan and timeline of the Committee (transferring decisions into budget and monitoring implementation of decisions against budget);
  - (d) Compiling information on experience with recruitment processes for positions similar to that of the Executive Director within the World Bank and United Nations institutions;
  - (e) Providing additional information on specific questions relating to the selection process, as requested by the Committee;
  - (f) Assisting the Committee in recruitment and supervision of the search firm;
  - (g) Facilitating communication within the Committee; and
  - (h) Performing any other appropriate function requested by the Committee in relation to the recruitment process.
3. The Interim Secretariat will not be involved in the selection process proper. Support in this regard will be provided by the search firm.

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**Annex III: Declaration of impartiality and confidentiality by the members of the Executive Director Selection Committee and persons assisting the members**

I, the undersigned, hereby declare that I agree to serve on the Selection Committee for the selection of the Executive Director. By making this declaration, I confirm that I shall execute my responsibilities honestly, fairly and impartially.

I am independent of all countries which stand to gain from the outcome of the selection process. To the best of my knowledge and belief there are no facts or circumstances, past or present, or that could arise in the foreseeable future, which may constitute a conflict of interest or which might call into question my independence and impartiality. Should it become apparent during the course of the selection process that such a relationship exists or has been established, I will immediately inform the Selection Committee and the Board and cease to participate in the selection process.

I agree to hold in trust and confidence any information or documents (“confidential information”) disclosed to me or prepared by me in the course of or as a result of the selection process. I further solemnly declare that, subject to my responsibilities on the Selection Committee, I shall not disclose, even after the termination of my functions on the Committee, any confidential information coming to my knowledge by reason of my duties on the Committee.

<b>Name</b>	
<b>Signed</b>	
<b>Date</b>	

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**Annex IV: Draft revised terms of reference for the Executive Director****I. Job description**

1. The Executive Director will be appointed by, and accountable to, the Board of the Green Climate Fund.
2. The Executive Director, operating under the Board, will:
  - (a) Establish and maintain effective relationships with the Government of the Republic of Korea, in setting up the offices in Songdo and ensuring that the officials of the Fund enjoy the privileges and immunities associated with their official functions and status;
  - (b) Recruit all international and local staff of the Secretariat, ensuring geographic and gender balance, in accordance with the organizational structure and administrative budget approved by the Board;
  - (c) Establish and maintain effective relationships with the Fund's stakeholders in order to mobilize resources for, and advance the objectives of, the Fund, including its contributors, recipients, and other components of the Fund, as well as the Trustee, relevant bodies under the United Nations Framework Convention on Climate Change, observer organizations, multilateral, bilateral and development agencies and other stakeholders;
  - (d) Lead the Secretariat's efforts in supporting the Board with the development of:
    - (i) The Fund's operational modalities, access modalities and funding structures;
    - (ii) Specific operational policies and guidelines, including for programming, project cycle, administration and financial management;
    - (iii) Funding criteria, modalities, policies and programmes;
    - (iv) Environmental and social safeguards and fiduciary principles and standards that are internationally accepted as best practice;
    - (v) Criteria and application processes for the accreditation of implementing entities of the Fund;
    - (vi) The arrangements for replenishment processes; and
    - (vii) A framework for the monitoring and evaluation of performance and the financial accountability of activities supported by the Fund and any necessary external audits.
  - (e) Lead the Secretariat's team of professionals to:
    - (i) Organize and execute all administrative duties, including the preparation for meetings of the Board and its subsidiary bodies;
    - (ii) Report information on the Fund's activities;
    - (iii) Liaise with members, implementing entities, and cooperating bilateral and multilateral institutions and agencies;
    - (iv) Prepare performance reports on the implementation of activities under the Fund;
    - (v) Develop the work programme and annual administrative budget of the Secretariat and Trustee for approval by the Board;
    - (vi) Operationalize the project and programme cycle processes;

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- (vii) Prepare financial agreements related to the specific financing instrument to be concluded with an implementing entity;
  - (viii) Monitor the financial risks of the outstanding portfolio;
  - (ix) Work with the Trustee to support the Board to enable it to carry out its responsibilities;
  - (x) Carry out monitoring and evaluation function, as may be required by the Board;
  - (xi) Establish and run effective knowledge management practices; and
  - (xii) Perform any other functions assigned by the Board.
3. The Executive Director will report to the Board at its regular meetings.

## **II. Required experience and qualifications**

4. The Executive Director will have:
- (a) Intellectual leadership, based on knowledge and experience of climate change, development and/or financial issues, and their interrelationships;
  - (b) Demonstrated capability to apply sound political judgment and strategic thinking to complex problems as they relate to effective leadership of institutions;
  - (c) Communication and advocacy skills for successful interaction with decision-makers at the highest level;
  - (d) Proven skills to build, lead and manage a large organization in an international context and guide its day-to-day operations;
  - (e) Experience in working with a range of stakeholders in developing and developed countries;
  - (f) Track record of robust, accountable management of financial resources at a senior level, preferably in a development finance context;
  - (g) Experience in establishing and leading diverse teams with multifaceted work programmes;
  - (h) Sensitivity to political, and respect for cultural, factors;
  - (i) Degree in a relevant field, advanced degree desirable;
  - (j) At least 15 years of relevant experience, including experience in, or working with, developing countries; and
  - (k) Fluency in English, knowledge of Arabic, Chinese, French, Russian or Spanish an advantage.

## **III. Remuneration, contractual arrangements and term**

5. Indicative net annual salary: US\$ 250,000 to US\$ 300,000, plus benefits.
6. The Board will appoint the Executive Director. Given that the appointment of the Executive Director will be effected prior to the formal launch of the Secretariat, transitional contracting arrangements may be needed.
7. The term of the position will be three years.

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## **Annex V: Request to the vendor to revise its technical and financial proposals in line with the guidance provided by the Executive Director Selection Committee**

### **1. General comments and requests for revision of technical and financial proposal:**

- (a) UNFCCC → Green Climate Fund
- (b) UNFCCC secretariat → Interim Secretariat
- (c) UNFCCC Board → Executive Director Selection Committee
- (d) The Executive Director Selection Committee to take charge of the process.
- (e) Recruitment process to be as inclusive and transparent as possible.

### **2. The vendor is requested to:**

- (a) Provide a timeline for concluding the process;
- (b) Provide a perspective of how it intends to ensure a level playing field for all prospective candidates and full accessibility of the recruitment process for prospective candidates from developing countries;
- (c) Re-format the proposal to separate its own profile, achievements and general information from the substantial matters relating to the recruitment of the Executive Director;
- (d) Confirm that the proposed changes to the technical proposal can be satisfactorily accommodated and inform on cost implications; and
- (e) Remain in close contact with the Committee, including through bi-weekly reports, and continuously seek advice from the Committee during the whole process.

### **3. As an optional part for final decision by the Committee, the vendor is requested to present:**

- (a) A proposal on a search strategy, with a view to identify attractive candidates from outside of the advertisement process;
- (b) A proposal for modalities for international advertisement (electronic media, newspapers, etc.), with an assessment of costs; and
- (c) Option(s) available for a behavioural assessment on the performance of candidates during interviews, for information of the Committee.

### **4. Specific requests to the technical proposal:**

#### **(a) *Prepare job description and develop a role specification for the position***

- (i) Assist the Committee in converting the terms of reference into a job description and develop a role specification for the position based on the terms of reference, under the guidance of the Committee.
- (ii) Draft the vacancy announcement.

#### **(b) *Advertisement of vacancy notice***

- (i) Special effort will be made to find suitable candidates from developing countries. Advertising phase to reach out into all regions, including Africa, Asia and Latin America.
- (ii) Fully utilize the available international written, digital and social media for advertising the notice, in addition to the vendor's existing network.

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- (c) ***Receive and keep record of all applications***
- (i) Receive applications from potential candidates.
  - (ii) Provide the Committee with bi-weekly updates (or more frequently, if deemed necessary by the Committee) on candidates' profiles, once the applications are being received.
- (d) ***Communicate, where appropriate, with the applicants***
- Contacting of, and communication with, potential candidates and applicants to be agreed with the Committee. In particular, pro-actively approach potential candidates only with the consent of the Committee.
- (e) ***Review all applications received (establishment of the first cut list)***
- The lead consultant and researcher(s) meet with the Committee to agree the search strategy.
- (f) ***Present the first cut list to the Committee (approximately 20-25 candidates)***
- The Committee will have an overview of all applicants via the bi-weekly progress updates.
- (g) ***Screening and evaluation procedures***
- (i) Screen all received applications, in accordance with a methodology developed in agreement with the Committee and provide the list of 20-25 candidates (first cut list) with the highest scores.
  - (ii) Screening should not include psychometric reporting.
- (h) ***Establishment of the long list of candidates (approximately 10-12 candidates)***
- An interim long list not to be part of the process.
- (i) ***Assist the Committee in establishing the short list of candidates***
- Receive feedback from the Committee on the candidates included in the first cut list and, subsequently, provide the short list of 5-6 candidates to be interviewed by the Committee.
- (j) ***Interviews of the shortlisted candidates***
- Prepare, in consultation with the Committee, the questions to be used by the Committee for the interviews. Respond to other requests from the Committee in preparation for the interviews.
- (k) ***Assist the Committee in preparing the detailed final report***
- Draft the report to be submitted to the Board on the outcome of the Committee's work, including description of the recruitment process and a narrative describing the merits and demerits of each of the three candidates that will be recommended to the Board. The format of the report will be discussed and agreed with the Committee.
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