

Green Climate Fund

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# Staffing of the Interim Secretariat

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**GCF/B.01-13/Inf.04**

22 February 2013

**Meeting of the Board**

13-15 March 2013

Berlin, Germany

Agenda item 8 (b)

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## Staffing of the Interim Secretariat

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### I. Introduction

1. At its second meeting in Songdo, Republic of Korea, in October 2012, the Board approved a list of documents to be prepared for the first Board meeting in 2013 (GCF/B.02-12/12, Annex VI). On the matter of the establishment of the independent Secretariat, the list foresees that the document will include matters relating to:

- (a) Selection of the Executive Director;
- (b) Review of staffing of the Interim Secretariat; and
- (c) Guidance on administrative policies of the independent Secretariat.

This document addresses sub-item (b) above.

2. At the same meeting, the Board authorized the Interim Secretariat to recruit staff for the period from 1 November 2012 to 31 December 2013, in accordance with the administrative budget of the Fund approved by the Board and subject to availability of resources (decision GCF/B.02-12/12, paragraph 10 (c)).

3. This document contains the information on the staffing level of the Interim Secretariat as at 18 February 2013 and information on the recruitment process for additional full-time staff to support the Board in implementing its work plan.

### II. Staffing level of the Interim Secretariat

4. The staff of the Interim Secretariat consists of four full-time staff and cross support from multiple staff of the Global Environment Facility (GEF) and United Nations Framework Convention on Climate Change (UNFCCC) secretariats as at 18 February 2013.

5. The cross-support provided by the UNFCCC secretariat includes two full-time administrative staff, as well as part-time support in the areas of travel, procurement, information technology, finance and legal services. Once the operations of the Interim Secretariat have moved to the independent Secretariat, additional staff would be required to cover the tasks relating to these administrative functions.

6. The Interim Secretariat engaged consultants, based on clear terms of reference, to provide expert input on:

- (a) Resource mobilization;
- (b) Readiness;
- (c) Establishment of the independent Secretariat;
- (d) Legal advice on a range of matters relating to the work of the Board; and
- (e) Editorial and web maintenance support.

### III. Recruitment of core staff to support the Board in implementing its work plan

7. An outline of the personnel and expertise required for the Interim Secretariat to support the implementation of the Board's work plan was presented to the Board at its second meeting in document GCF/B.02-12/03. This document served as a basis for the Board's decision on the work plan. Paragraphs 28 and 29 of that document presented the planned staffing as follows:

"28. An estimate of the personnel and expertise required for the Secretariat to support the Board in implementing the work plan is presented below, grouped by the categories of elements of the work plan set out above:

- (a) Institutional and strategic matters, including resource mobilization: supported by a Senior Manager, a Climate Finance Officer, a Country and a Stakeholder Outreach Officer and input by the other staff listed below;
- (b) Access and programming modalities: supported by an Operations Officer-Country Programming and an Operations Officer-Financial Instruments;
- (c) Private sector facility: supported by an Investment Officer-Private Sector;
- (d) Accountability mechanism, standards, results and evaluation matters: supported by a Monitoring and Evaluation Specialist and a Financial Management Analyst;
- (e) Establishment of the independent Secretariat: supported by an Administration Specialist and a Human Resources Specialist.

29. All of these activities would be overseen by a Director and benefit from legal advice, as required, from a Legal Counsel. It will be essential that the five areas of work be taken forward in close collaboration of the staff involved to ensure coherence and consistency across the different elements of the Fund. In addition to the staff listed above, the Interim Secretariat would require two to three assistants to support its operations and provide logistic, document management and information technology support. It is also important to note that resources will be required to conduct workshops and expert meetings, as well as consultations at global and regional levels."

These two paragraphs list 15 staff members that the Interim Secretariat would require to support the Board in implementing its work plan.

8. At its second meeting, the Board adopted decision GCF/B.02-12/06, approving the administrative budget of the Fund for the period from 1 November 2012 to 31 December 2013 and authorizing the Interim Secretariat to recruit staff for the same period, in accordance with the administrative budget of the Fund and subject to availability of resources (decision GCF/B.02-12/12, paragraph 10 (c)). Paragraphs 14-17 of document GCF/B.02-12/06/Rev.01 present details on the underlying assumptions of the administrative budget:

"14. The costs of Interim Secretariat staff and consultancies included in the proposed administrative budget assume additional expertise and capacity would be brought in to support the work plan of the Board, in accordance with Chapter V of document GCF/B.02-12/03. A staggered approach to recruitment has been assumed in the proposed budget, with four positions to be filled as of 1 November 2012, another one to be filled on 1 January 2013, further six positions on 1 February 2013 and the remaining four on 1 April 2013.

15. A total of up to 15 staff is aimed for recruitment at the Interim Secretariat, and is budgeted at US\$ 1,987,000.

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16. It is proposed that the Board provides the Interim Secretariat with flexibility in filling the positions by allowing it to use the most appropriate and efficient of the following three options:

- (a) Issuing fixed terms contracts up to December 2013;
- (b) Seconding staff on a reimbursable basis from existing institutions; and
- (c) Hiring staff through a long-term consultancy contract.  
In hiring any staff, the Interim Secretariat would follow a competitive recruitment process based on merit and qualifications.

17. The proposed administrative budget assumes the Interim Secretariat will also draw on a combination of the following staffing arrangements:

- (a) Further staff assignments from the UNFCCC and GEF secretariats;
- (b) Additional cross-support from the UNFCCC and GEF secretariats on a cost-recovery basis in the areas of management and oversight, logistical support, resource administration, advice on strategy and policy development and legal advice.
- (c) Reimbursable secondments of experts from relevant institutions; and
- (d) Consultants (short-term or for extended periods). It is anticipated that around 280 weeks of consultant time will be required over the next 14 months to supplement Interim Secretariat staff and provide specialist advice on areas such as: establishment of the independent Secretariat; design of country programming approaches and access modalities; design of the private sector facility; development of fiduciary standards and safeguards; and operational policies and procedures.“

9. At its second meeting, the Board agreed to the indicative priority matters in the work plan until the end of 2013 (Annex III of document GCF/B.02-12/12). The Interim Secretariat refined its staffing plan on the basis of this list of 15 priority matters. The matrix presented in Figure 1 below provides a summary of this rationale, linking the 15 priority matters to the professional posts that would support the implementation of the work plan. This level of staffing is expected to be adequate to cover the anticipated work required to support the Board in implementing its work plan.

Indicative priority matters in the work plan until the end of 2013	Director	Senior Manager	Legal Counsel	Operational Officer (Access Modalities)	Operations Officer (financial instruments)	Climate Finance Officer	Monitoring and Evaluations Officer	Investment Officer (private sector)	Financial Management Analyst	Country and Stakeholder Outreach Officer	Senior Administration Officer	HR Officer
Business model framework	Supervisory function	Supervisory function	Support/Advisory function	Support/Advisory function	Support/Advisory function	Lead Officer						
Private sector facility-related matters	Supervisory function	Supervisory function			Support/Advisory function	Support/Advisory function		Lead Officer		Support/Advisory function		
Resource mobilization	Supervisory function	Supervisory function	Support/Advisory function			Lead Officer			Support/Advisory function	Support/Advisory function		
Results management framework	Supervisory function	Supervisory function		Support/Advisory function			Lead Officer					
Establishment of the independent Secretariat	Supervisory function	Supervisory function									Lead Officer	Support/Advisory function
Host country agreement	Supervisory function	Supervisory function	Lead Officer								Support/Advisory function	
Selection of the Executive Director												
Administrative policies of the independent Secretariat	Supervisory function	Supervisory function	Support/Advisory function								Lead Officer	Support/Advisory function
Modalities for readiness and preparatory support	Supervisory function	Supervisory function		Support/Advisory function	Support/Advisory function			Support/Advisory function		Lead Officer		
Access modalities (direct access and other access modalities)	Supervisory function		Support/Advisory function	Lead Officer			Support/Advisory function	Support/Advisory function		Support/Advisory function		
Programme and project funding cycle	Supervisory function					Support/Advisory function	Support/Advisory function	Support/Advisory function		Support/Advisory function		
Funding approval criteria and processes	Supervisory function		Support/Advisory function	Lead Officer	Support/Advisory function					Support/Advisory function		
Financial instruments and their terms	Supervisory function		Support/Advisory function	Support/Advisory function	Lead Officer			Support/Advisory function	Support/Advisory function			
Allocation system	Supervisory function	Supervisory function		Support/Advisory function		Lead Officer			Support/Advisory function	Support/Advisory function		
Standards and safeguards	Supervisory function		Support/Advisory function	Support/Advisory function			Lead Officer		Support/Advisory function			
Risk management policy	Supervisory function			Support/Advisory function	Support/Advisory function			Support/Advisory function	Lead Officer			
Information disclosure policy	Supervisory function	Supervisory function	Support/Advisory function				Support/Advisory function	Support/Advisory function		Lead Officer		
Audits	Supervisory function						Support/Advisory function		Support/Advisory function		Lead Officer	

Figure 1: Staffing plan on the basis of 15 indicative priority matters

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10. The heads of the two hosting secretariats decided to hire a manager to head the Interim Secretariat and report to them until the Executive Director is selected. Terms of reference (ToR) for the job were prepared and individuals who had the experience and capability to deliver on the ToR, and were available to join immediately, were shortlisted. After interviewing the shortlisted candidates, they selected Mr. Ajay Mathur for the position. Following the approval of the work plan at the second meeting of the Board, Mr. Mathur was offered the position on contract until July 2013. He joined the Interim Secretariat on 15 November 2012.
11. The ToR for other posts were drafted with the assistance of a consultant, who is a personnel and classification specialist, and were classified in accordance with United Nations rules and regulations, to ensure the qualifications and requirements outlined in each post are classified at the level appropriate to the post. The list of the Interim Secretariat's full-time posts, including their duties and responsibilities, is presented in the Annex.
12. The recruitment process is being carried out in accordance with UNFCCC rules and regulations, in order to engage staff with the highest standards of efficiency, competence and integrity; ensuring a transparent and fair process; as well as to ensure a gender and geographically balanced approach.
13. In order to provide full transparency on the limited duration and scope of recruitment, all vacancy announcements were advertised as temporary appointments with contract durations until 31 December 2013. In addition, the following statement was included as part of each vacancy announcement: "The appointment is limited to the Interim Secretariat of the Green Climate Fund located in Bonn, Germany. There will be a possibility for subsequent appointment to a post in the independent Secretariat in Songdo, Republic of Korea, but such appointment will be subject to a separate recruitment process."
14. All vacancy announcements were issued through the UNFCCC secretariat, distributed to UN Information Centres and posted on the Fund's website (<http://gcfund.net/secretariat/vacancies.html>).
15. For 12 of the 14 vacancy announcements advertised and outlined in Annex (excluding positions 1) and 13)), a total of 422 applications were received, of which 87 were assessed to be eligible. Of the 87 eligible candidates, 47 were from developing countries, 40 from developed countries, and 33 were female candidates. These applications also include those received from the individuals currently working in other institutions which might seek a secondment arrangement.
16. Costs for staff and consultants are presented in the report on the status of resources (GCF/B.01-13/Inf.02). The associated costs are covered by available resources, in accordance with the administrative budget of the Fund (decision GCF/B.02-12/12, paragraph 10 (c)).

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## **Annex: List of Interim Secretariat's full-time posts and related responsibilities**

### **1) Director**

Leads the Interim Secretariat and its interaction with the Board and the Co-Chairs; manages the human and financial resources of the Interim Secretariat; oversees the preparation of Board meetings and ensures that decisions are implemented; oversees the development of operational administrative policies and guidelines, in particular those on the country programming, financial instruments, accountability framework, policies governing the administration of the independent Secretariat; manages resource mobilization processes as directed by the Board; collaborates with the Interim Trustee to ensure effective follow-up to, and preparation of, Board decisions; represents the Green Climate Fund externally in line with Board guidance and at the request of the Co-Chairs.

**Status:** Position filled

### **2) Senior Manager**

Manages preparations for the meetings of the Board and its committees, including preparation of documentation for the meetings and follow-up to decisions of the Board and its committees; manages the work of the Interim Secretariat on strategic policies and on policies relating to institutional linkages as well as stakeholder engagement, assuring appropriate external communication and outreach through the dissemination of information and establishment of strategic institutional and stakeholder partnerships; manages the work on the Interim Secretariat work plan and administrative budgets, ensuring integrity and accountability in the management of the Interim Secretariat's financial, human and material resources; manages relations with the selected host country on setting up the independent Secretariat; serves as the Secretary to the Board; advocates for the Fund's strategic positioning at the global level.

**Status:** Shortlisting completed, interviews conducted, selection process near completion

### **3) Legal Counsel**

Provides legal advice and counsel to the Board and other governance components of the Fund to ensure due diligence in the establishment and evolution of the full range of strategic and operational policy documents; provides clear interpretation of all treaties, agreements and other legal instruments; provides legal advice in concluding other arrangements relating to cooperation and hosting agreements with Parties and institutions; ensures due diligence in the legal review of the full range of the Fund's documents, including review, vetting and clearance processes.

**Status:** Shortlisting

### **4) Operations Officer (Access Modalities)**

Leads the development of the Fund's policies and procedures for country programming for financing projects and programmes; leads the development of, and provides technical expertise on, country programming systems, frameworks and guidelines to ensure consistence and q quality of programme and project funding cycles; leads the development of appropriate mechanisms to promote coherence in programming at the national level; provides technical expertise in the development of mechanisms, including funding approval criteria and processes to promote the input and participation of stakeholders.

**Status:** Shortlisting

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**5) Operations Officer (Financial Instruments)**

Leads the development of the Fund's investment management framework, financial policies, guidelines, benchmarks and procedures; leads the development of the Fund's financial instruments, including grants, concessional lending and guarantees and for developing the policies and operational procedures for employing these financial instruments; develops results-based financing approaches for funding activities of the Fund, the Fund's risk management policy and operational procedures for its implementation, and the Fund's fiduciary principles and standards for funding activities through its implementing agencies.

**Status:** Shortlisting

**6) Climate Finance Officer**

Leads the support for managing strategic and political aspects of global climate finance as it relates to the operationalization of the Fund; leads the development of operational linkages and administrative arrangements with the UNFCCC, its thematic bodies and other relevant channels of climate finance; leads the preparation of strategy and operational policies for the business model of the Fund, management of funding windows, resource allocation system and resource mobilization; prepares strategic and operational operation policies for implementation of the work plan of the Board; supports the establishment of the independent Secretariat by providing strategic input as it relates to the business model of the Fund.

**Status:** Shortlisting completed, interviews conducted, selection process near completion

**7) Monitoring and Evaluation Officer**

Provides technical expertise in the development and implementation of a results-based management framework to ensure robust monitoring and evaluation function within and across the Fund; provides technical leadership to the Fund's monitoring and evaluation function on a strategic level as well as on international and national programme and project levels, ensuring effective oversight and measurement of performance indicators; ensures effective design and implementation of fraud, investigation and redress processes to address programme, project and overall Fund management vulnerabilities identified through the monitoring and evaluation process; advocates for knowledge management strategies and practices relating to monitoring and evaluation to identify, create, distribute and implement best practices and lessons learned to enhance the Fund's performance and partnerships.

**Status:** Shortlisting

**8) Investment Officer (Private Sector)**

Identifies and leads the development of institutional arrangements, specific financial instruments and access modalities of the Private Sector Facility (PSF) of the Fund; leads the development of operational policies and procedures for the PSF; provides technical expertise in the development of a full range of financial instruments for the Fund to engage the private sector as a partner in mitigation and adaptation activities in developing countries; in support of the Finance Officer, contributes to the development of a risk management policy for the Fund and ensuring the components of that policy are embedded in all aspects of the financial instruments framework.

**Status:** Shortlisting

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**9) Finance Officer**

Conducts surveys of public and private sector financial management (budget, internal controls, audit, financial forecasting and reporting, risk management and financial management information system) best practices, analysis policies, regulations and rules and identifies those most compatible with the structure and organization of the Fund; coordinates the development, vetting and promulgation of financial management policies that support the business model and structure of the Fund; establishes regulations, rules and procedures required to implement promulgated financial management policies.

**Status:** Shortlisting

**10) Country and Stakeholder Outreach Officer**

Leads the development and operation of policies and procedures for stakeholder engagement in policy-planning and implementation of Fund-funded activities; leads the development of the Fund's public information and communication strategy and oversees its implementation; assists the Secretary of the Board in servicing the meetings and supporting the Co-Chairs of the Board; performs any other job-related activity required to achieve the goals and objectives of the Interim Secretariat, including general, substantive support to the management of Board's operations.

**Status:** Shortlisting

**11) Senior Administrative Officer**

Provides advice on public and private sector administrative best practices, analysis policies, regulations and rules and identifies those most compatible with the mandate and culture of the Fund; coordinates the development, vetting, promulgation and implementation of administrative policies that support the mandate, business model and culture of the Fund; establishes regulations, rules and procedures required to implement promulgated administrative policies.

**Status:** Shortlisting

**12) Human Resource Manager**

Conducts surveys of public and private sector human resource (HR) best practices, analysis policies, regulations and rules and identifies those most compatible with the mandate and culture of the Fund; coordinates the development, vetting and promulgation of HR policies that support the mandate, business model and culture of the Fund; establishes regulations, rules and procedures required to implement promulgated HR policies; performs any other job-related activity required to achieve the goals and objectives of the Interim Secretariat, including managing HR processes for the Interim Secretariat and initiating the recruitment processes for the independent Secretariat.

**Status:** Shortlisting

## General Service support

### 13) Staff Assistant

Provides general secretarial and administrative support to the Director, ensuring all official documentation and correspondence is prepared, edited and formatted according to the Fund's editorial and correspondence style guidelines; coordinates the communication flow of the Interim Secretariat ensuring the timely dissemination of routine information, both internal and external, relating to Board member support; coordinates registration at meetings of the Board, interacting with members, alternate members and other participants providing timely and appropriate support relating to Board documentation, travel, daily subsistence allowance (DSA) payments.

**Status:** Position filled

### 14) Team Assistant

Provides general secretarial and administrative support to the team, ensuring all official documentation and correspondence is prepared, edited and formatted according to the Fund's editorial and correspondence style guidelines; coordinates the communication flow of the section ensuring the timely dissemination of routine information both within and outside the section; assists in ensuring the smooth organization and preparation of the logistical aspects of meetings and Board's events, in consultation with the Fund's Programme Management Officer (PMO).

**Status:** Shortlisting and interview process completed, position filled

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