



GREEN
CLIMATE
FUND

Annual Update on the Structure and Staffing of the Secretariat

GCF/B.08/Inf.05*

20 September 2014

Meeting of the Board

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Bridgetown, Barbados

Agenda item 21 (b)

* Owing to document renumbering, this document has been assigned a new code. All content remains unchanged.

Recommended action by the Board

It is recommended that the Board:

Take note of the information presented in document GCF/B.08/Inf.05
Annual Update on the Structure and Staffing of the Secretariat.

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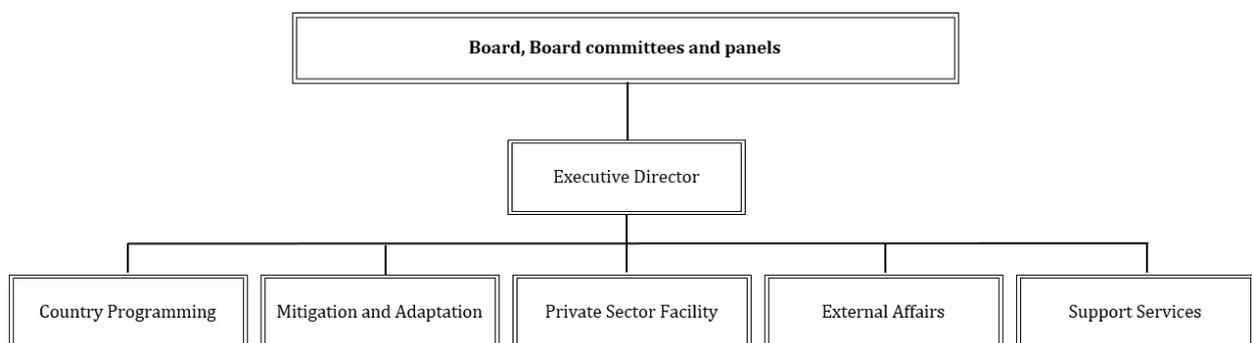
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Annual Update on the Structure and Staffing of the Secretariat

I. Introduction

1. This report is prepared to provide the Board with an update on the structure of the Secretariat and the status of recruitment. The initial structure and staffing of the Secretariat was proposed to the Board in document GCF/B.05/10; it was decided that the structure would be as illustrated in Table 1 below, with the flexibility to evolve over time.
2. The initial structure consisted of five divisions, each headed by a Director reporting to the Executive Director. It was understood that the size and operational structure of the Secretariat would be adjusted based on actual needs and future Board decisions on the overall governance structure of the Fund.

Table 1: Initial structure of the Secretariat



3. At the same time, the Board approved the administrative budget for 2014 which included 48 positions, of which 38 were at international level and 10 were at administrative level or for general service staff. The recruitment process began early this year, starting with the six senior positions of the Directors of the five divisions and the General Counsel.
4. So far, 19 positions have been filled, and four are at an advanced stage of being filled with the help of a recruitment firm. The recruitment of the remaining 25 positions is being managed internally by the Secretariat through the Support Services division. Of these, seven administrative level positions have been filled to date. The recruitment process to fill the remaining 15 international and three administrative positions is in progress.

II. Relevant highlights

5. It should be recalled that the Board at its seventh meeting decided that the General Counsel and the Risk Manager should report directly to the Executive Director and provide advice to the Board in their respective areas (GCF/B.07/11, Annex XI, Table 2). It also became evident that the office of the Secretary to the Board needed to be strengthened, with increased direct access to the Board.
6. During the recruitment process, the Secretariat learned a few lessons that highlighted the need for slight adjustments to the initial structure. The attempt to fill 20 positions

simultaneously provided the Secretariat with the opportunity to consider over 500 CVs at the same time, and offered the flexibility of considering some candidates for more than one position. In some cases, it became clear that some positions could be filled by less senior but competent candidates, while other positions had to be filled at higher levels than originally envisaged.

7. It also became evident that some positions could not be filled by a single person due to the diverse skill requirements featured in the job profile. For example, it turned out to be difficult to find an ideal candidate to fill the position of External Affairs Director, covering the focal areas of outreach and liaison, communication/media & public relations, and resource mobilization. Similarly, the decision was taken to cancel the recruitment for the position of Advisor to the Executive Director, and replace the position with a Special Assistant at a lower level.

8. Combining the functions of Support Services Director and Chief Financial Officer (CFO) into one position freed up the position originally allocated for the CFO, which was deployed to accommodate the new position of Administrative Operations Head. This position is crucial for the management of the administrative budget and the day-to-day delivery of administrative and logistical support to all the divisions whose prime responsibility is to deliver substantive work.

9. The final decision was made taking into account the professional competence of the candidates and team dynamics, giving due regard to nationality and gender diversity.

III. Updated structure of the Secretariat

10. Following relevant Board decisions and drawing on the lessons learned during the recruitment process, the initial structure of the Secretariat had to be updated, and teams were reorganized to enhance collaboration and maximize results. It is important to note that these adjustments did not result in a net increase in the number of approved positions or in an upgrade to the levels of existing positions.

11. Under the new structure, as indicated in Table 2, there will be four divisions and three offices. The office of the General Counsel, the office of the Secretary to the Board and the Risk Manager will report directly to the Executive Director and provide advice and services to the Board.

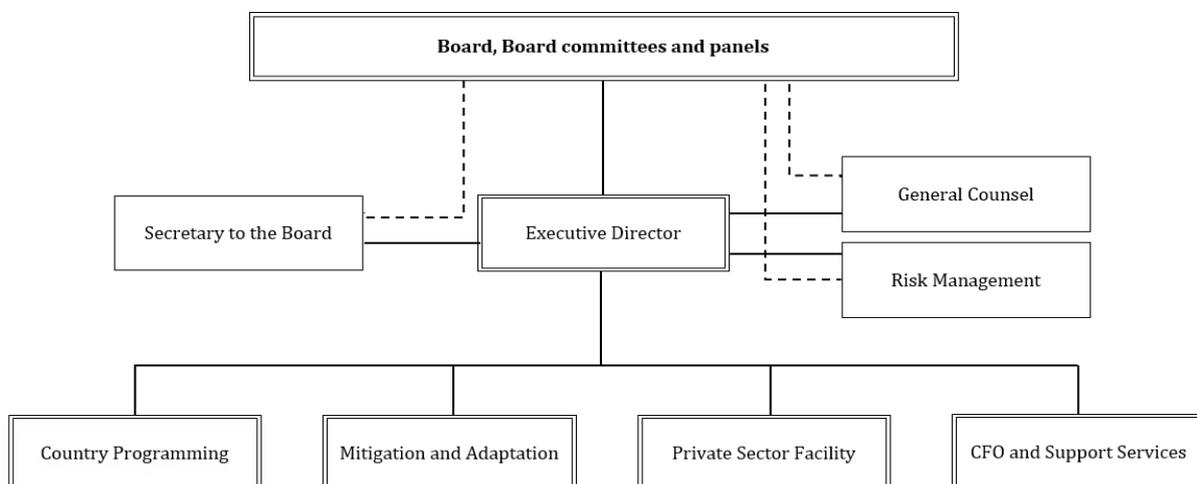


Table 2: Updated structure of the Secretariat

12. As a result, the two positions originally assigned to Legal Affairs and the position of Risk Manager have been moved from the Support Services division. Of the seven positions initially approved for the External Affairs division, two (communication and media) have been moved to the office of the Executive Director, two (resource mobilization) to the office of the CFO, and three to the Board Secretariat.

13. The changes in the updated structure are summarized in Table 3.

Table 3: Summary of adjustments made to the initial structure

Position	Initial structure	Revised structure
Director, External Affairs	Head of division	Introduced a position of Secretary to the Board
General Counsel	Two specialists under Support Services	Position of General Counsel upgraded to Director level, reporting directly to the Executive Director (ED)
Secretariat to the Board	Two specialists (logistics and liaison) under External Affairs	Moved to the office of the Secretary to the Board as Editor and Logistics/Liaison Specialist
Communication and Media	Two specialists under External Affairs	Moved to the office of the ED
Resource Mobilization	Two specialists under External Affairs	Moved to the office of the CFO, in close collaboration with the Private Sector Facility Director
Risk Management	One position under Support Services	Moved to report directly to the ED

IV. Recruitment and staffing status

14. By the end of September 2014, 20 senior and specialist positions had been filled, ensuring that all divisions and offices of the Secretariat were headed by permanent staff. Of all the international staff members who have joined the Secretariat, five are at Director level, and the remaining 15 are specialists at the level of IS-4 to IS-6.

15. Table 4 summarizes the comparison of approved and filled positions, by office or division. Efforts are being made to hire more staff to fill all the remaining positions. In the meantime, the Secretariat is able to perform essential tasks with the help of consultants and external experts.

Table 4: Comparison of approved and filled positions as at 30 September 2014

Division/office	Approved positions	Filled positions
Office of the Executive Director	1 – Special Assistant/Advisor 2 – Communications and Media specialists	1 – Communications and Media specialist
Country Programming	1 – Director 6 – Accreditation, Environmental and Social Safeguards, etc. 3 – Country Operational Dialogue 1 – Monitoring and Evaluation 2 – Fiduciary (Procurement and Financial Management)*	1 – Director 1 – Accreditation specialist 2 – Country Operational Dialogue 1 – Monitoring and Evaluation 1 – Fiduciary (Financial Management)*
Mitigation and Adaptation	1 – Director 4 – Specialists	1 – Director 1 – Mitigation coordinator
Private Sector Facility	1 – Director 4 – Specialists	1 – Director 1 – Project Finance specialist
Support Services	1 – Director 2 – Resource Mobilization 2 – Human Resources 1 – Risk Management 2 – ICT	1 – CFO and Director 1 – Resource Mobilization specialist 1 – Head of Administrative Operations 1 – HR Specialist 1 – ICT Head
General and Legal Counsel	1 – General Counsel 1 – Legal Counsel	1 – General Counsel 1 – Legal Counsel
Office of the Secretary to the Board	1 – Secretary to the Board 2 – Specialists (Editor and Liaison / Logistics)	1 – Secretary to the Board
Total	38	19

*Reporting to the CFO and Director of Support Services.

16. The geographical and gender balance among the international and administrative staff is set out in Table 5. In spite of the efforts made by the Secretariat and the recruitment firm, an ideal level of geography and gender balance could not be achieved within the first group of the international staff.

17. Special efforts will be made to improve the balance by taking special measures, such as the following:

- (a) Vacancy announcements are to be distributed widely, and in particular in target forums where qualified nationals from developing countries and qualified women will be made aware of the vacancies;
- (b) The same efforts will be made to encourage women applicants, including by promoting family-friendly human resources management;
- (c) In the internal selection guidelines, there will be a statement setting out that all shortlists must contain at least one woman and one person from a developing country Party, otherwise the position in question will need to be re-advertised;

- (d) Any selection recommendation for either a male candidate or a candidate from a developed country Party will be accompanied by a strong justification.

Table 5: Geographical and gender distribution among appointed staff

Filled positions		Geographical distribution		Gender balance	
Level	Total	Developed	Developing	Men	Women
IS-level	19	14	5	14	5
AS-level	7	0	7	0	7
Total	26	14	12	14	12
Percentages	100	54	46	54	46

18. In addition to the 38 senior staff and specialist positions, ten positions at administrative or general service level have been approved within the structure. Seven of these positions have been assigned to each division and office, to support them with administrative, logistical and research functions. The remaining three will be assigned to Support Services to assist in the day-to-day operations relating to HR, finance and procurement.

V. New positions for 2015

19. Additional positions, specifically Social and Gender Expert, Internal Auditor and five Associate Professional Officers are being proposed for inclusion in the staffing requirements of the Secretariat in 2015. Details and further justification have been provided in document GCF/B.08/24.