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Selection Process and Terms of Reference of the Heads of the Accountability Units: Recommendations of the Appointment Committee

GCF/B.10/09

25 June 2015

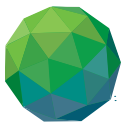
Meeting of the Board

6-9 July 2015

Songdo, Republic of Korea

Provisional Agenda item 23*

* The agenda item number will be determined when the final sequence of items in the provisional agenda is confirmed by the Co-Chairs.



Recommended action by the Board

It is recommended that the Board:

- (a) Take note of the information presented in document GCF/B.10/09 *Selection Process and Terms of Reference of the Heads of the Accountability Units: Recommendations of the Appointment Committee*; and
- (b) Adopt the draft decision presented in Annex I to this document.

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Selection Process and Terms of Reference of the Heads of the Accountability Units: Recommendations of the Appointment Committee

I. Background and introduction

1. At the ninth meeting of the Board on 24-26 March 2015 in Songdo, Republic of Korea, the Board established the Appointment Committee as a committee of the Board in accordance with paragraphs 2 (g) and 30 of the Rules of Procedure of the Board.
2. In decision B.09/14, paragraph (c), the Board requested the Appointment Committee, upon its members being appointed, to present promptly, for consideration by the Board at its tenth meeting, the terms of reference for the Head of the Evaluation Unit, the Head of the Integrity Unit and the Head of the Redress Mechanism, including the criteria for their selection, as well as details of the selection process to be conducted.
3. The Board, in its decision B.BM-2015/04, appointed six members of the Appointment Committee on 26 May 2015.
4. The Appointment Committee, after the two virtual meetings on 3 and 10 June 2015, decided to recommend that the Board engage a recruitment firm to ensure an open and transparent recruitment process for the appointment of the heads of the three accountability units.
5. The purpose of this document is to present, for consideration by the Board, the recommendations of the Appointment Committee on the following:
 - (a) The outline of the selection process (Annex II to this document);
 - (b) The terms of reference of the recruitment firm (Annex III to this document); and
 - (c) The terms of reference of the Head of the Independent Evaluation Unit, the Head of the Independent Integrity Unit and the Head of the Independent Redress Mechanism (Annexes IV to VI to this document).

II. Recommendations

6. The Appointment Committee considered various aspects of the proposed appointments and requested the Secretariat to conduct a comparative analysis of the roles, office locations and other aspects of equivalent functions in other climate funds. Although this analysis is still ongoing, the Appointment Committee's view is that all three heads of units should be full-time positions and based at the Fund's headquarters in Songdo.
7. In relation to the Head of the Independent Redress Mechanism, the Appointment Committee recommends, bearing in mind the cost-effective, efficient and complementary nature of the unit, the position to be a full-time position with limitations on staffing structure and budget in the initial phase.
8. The Appointment Committee also recommends that the Board approve the procurement of an international recruitment firm in order to support the Board in its search and selection process. Additional budget will need to be approved by the Board for this purpose.
9. In consultation with the procured recruitment firm, also bearing in mind the outcomes of the ongoing comparative analysis, an appropriate compensation package will need to be

formulated, but, for the time being, the committee takes the view that all heads of units are likely to be at level IS6 (Principal Specialist or equivalent).¹

III. Selection process

10. The selection process recommended by the Appointment Committee is outlined in Annex II to this document and includes the process of engaging a recruitment firm and the timeline for the appointment of the heads of the three accountability units.

IV. Recruitment firm

11. The proposed terms of reference of the recruitment firm for consideration by the Board are presented in Annex III to this document. The Secretariat has advised the committee that the cost of the recruitment firm will be allocated against the Board budget, under the budget line on Board Committees, Panels and Working Groups. As at 30 April 2015, the Board budget execution rate stood as 46 per cent (see document GCF/BM-2015/Inf.08, paragraph 10).

V. Head of the Independent Evaluation Unit

12. The terms of reference of the Head of the Independent Evaluation Unit, in accordance with Annex III to Decision B.06/09, were drafted for consideration by the Board, and are presented in Annex IV to this document.

VI. Head of the Independent Integrity Unit

13. The terms of reference of the Head of the Independent Integrity Unit, in accordance with Annex IV to Decision B.06/09, were drafted for consideration by the Board, and are presented in Annex V to this document.

VII. Head of the Independent Redress Mechanism

14. The terms of reference of the Head of the Independent Redress Mechanism, in accordance with Annex V to Decision B.06/09, were drafted for consideration by the Board, and are presented in Annex VI to this document.

¹ Annex II to Decision B.06/03.

Annex I: Draft decision of the Board

The Board having taken note of the information presented in document GCF/B.10/09 *Selection Process and Terms of Reference of the Heads of the Accountability Units: Recommendations of the Appointment Committee:*

- (a) Endorses the selection process, as set out in Annex II to this document;
- (b) Also endorses the terms of reference of the recruitment firm, as set out in Annex III to this document;
- (c) Requests the Secretariat to support the Appointment Committee in the procurement process for the recruitment firm;
- (d) Decides that the remuneration levels of the heads of the three accountability units will be advertised as IS6 (Principal Specialist or equivalent);
- (e) Adopts the terms of reference of the Head of the Independent Evaluation Unit in accordance with decision B.09/14, paragraph (c), as set out in Annex IV to this document;
- (f) Also adopts the terms of reference of the Head of the Independent Integrity Unit in accordance with decision B.09/14, paragraph (c), as set out in Annex V to this document; and
- (g) Further adopts the terms of reference of the Head of the Independent Redress Mechanism in accordance with decision B.09/14, paragraph (c), as set out in Annex VI to this document, including, for the avoidance of doubt, the full-time nature of the role.

Annex II: Selection process for the Head of the Independent Evaluation Unit, the Head of the Independent Integrity Unit and the Head of the Independent Redress Mechanism

The following steps are proposed for the selection of the heads of the three accountability units, based on the steps followed to hire the Executive Director:¹

- (a) Approval by the Board of the selection process;
- (b) Approval by the Board of the terms of reference for the Head of the Evaluation Unit, the Head of the Integrity Unit and the Head of the Redress Mechanism as set out in Annexes IV to VI to this document;
- (c) Approval by the Board of the terms of reference for the recruitment firm as set out in Annex II to this document;
- (d) Approval by the Board of a proposal to allocate the costs of undertaking the search for the three Heads of the accountability units;²
- (e) Procurement of a recruitment firm to assist the Committee in its work – expected time needed: 25 working days from publication of the request for proposal;
- (f) The Appointment Committee to decide on the recruitment firm;
- (g) Issuance of an advertisement for the three positions as soon as possible after the tenth meeting of the Board, which will be circulated as widely as possible, including through a notification to all Governments (through national focal points) and in leading international journals, with an application deadline of four weeks from the date of issuance of the advertisement;
- (h) Review of the applications by the Appointment Committee, with the support of the recruitment firm, including: creation of a short list of eight to ten candidates for each position, interviews with the short list candidates, creation of a final list of three candidates, and second-round interviews with the three final list candidates;
- (i) It is envisaged, if all the above goes as expected, that a recommendation by the Appointment Committee of two or three final candidates could be presented to the Board at its twelfth meeting [or between meetings], including a ranking by preference;
- (j) Consideration by the Board of the Committee's recommendations, including Board agreement of one candidate from among the final three candidates;
- (k) The Fund, through the Secretariat, will make an offer to the selected candidate; and
- (l) Contracts to be signed by the Co-Chairs on behalf of the Fund.

¹ Document GCF/B.02-12/08.

² The budget allocated to hire the Executive Director was US\$ 200,000.

Annex III: Terms of Reference of the recruitment firm

Terms of Reference

A. Introduction

1. The Appointment Committee established by the Board will oversee the recruitment process for the heads of three accountability units:
 - (a) Independent Evaluation Unit;
 - (b) Independent Integrity Unit; and
 - (c) Independent Redress Mechanism.
2. It will engage a recruitment firm to provide advisory and administrative support. It is expected that the recruitment process will be completed by the twelfth meeting of the Board.
3. The Secretariat will provide the Committee with logistical and administrative support.
4. This request for proposal (RFP) seeks to identify a recruitment firm that will assist the recruitment process by undertaking the tasks described in this RFP. The authority to decide on the selection of a recruitment firm rests with the Board.

B. Objective of the assignment

5. The objective of the assignment is to ensure an open and transparent recruitment process of the heads of the accountability units, by providing long lists, short lists and a final list of candidates of two to three qualified applicants.

C. Scope and focus of the assignment

6. The successful recruitment firm will be responsible for the screening process (long listing, short listing and final listing). The Fund will maintain oversight over the outsourced recruitment services in order to ensure compliance with the Fund's recruitment policies and procedures.

(a) **Job categories to be covered: Head of the following accountability units:**

- (i) Independent Evaluation Unit;
- (ii) Independent Integrity Unit; and
- (iii) Independent Redress Mechanism.

(b) **Activities to be undertaken by the firm under the direction of the Appointment Committee:**

1. Phase I - Attracting and communicating with candidates
 - (i) Review the job description of the position and ensure that the selection criteria are properly formulated;
 - (ii) Assist in developing and advertising the vacancy notice for the position in appropriate media;
 - (iii) Receive and keep record of all applications;
 - (iv) Act as the contact point for those seeking information and/ or proposing candidates;
 - (v) Communicate, where appropriate, with the applicants; and

- (vi) Proactively approach/contact professionals that could be a good fit in order to seek their interest in applying for the positions or refer the recruitment firm to other potential candidates.
2. Phase II - Supporting the work of the Appointment Committee
- **Establishment of the first cut list of candidates (20-25) for each position**
 - (i) Review all applications received;
 - (ii) Develop a role specification for the position based on the terms of reference of the Heads of the Independent Evaluation Unit, Independent Integrity Unit and Independent Redress Mechanism of the Fund with guidance from the Appointment Committee; and
 - (iii) Present to the Appointment Committee for its approval a first cut list of 20-25 candidates as well as appropriate background information (that can be gathered without contacting the potential candidates).
 - **Establishment of the long list of candidates (approximately 10-12) for each position**
 - (i) Assess all individuals on the first cut list of 20-25 candidates, including information gathering via telephone, videoconference or in person (where appropriate) and by other means;
 - (ii) Conduct appropriate reference checks and further screening of all the first cut list of 20-25 candidates, and present the Appointment Committee with verbal and written comments; and
 - (iii) Assist the Appointment Committee in establishing a long list of candidates (approximately 10-12) that will be evaluated further.
 - **Establishment of the short list of candidates (approximately five or six) for each position**
 - (i) Assess all individuals on the long list of candidates (approximately 10-12), including information gathering via telephone, videoconference or in person (where appropriate) and by other means;
 - (ii) Conduct appropriate reference checks and further screening on all the long list of candidates (approximately 10-12), and present the Appointment Committee with a detailed report, including available background information, detailed curricula vitae and references;
 - (iii) Assist the Appointment Committee in establishing a short list of candidates (approximately five or six) that will be evaluated further;
 - (iv) Facilitate the interviews of the short list of candidates (five or six), including drafting probing interview questions for the Appointment Committee; and
 - (v) Prepare a report on the minutes of the interviews conducted for consideration by the Appointment Committee in its deliberations.
 - **Establishment of the final list of candidates (three only) for each position**
 - (i) Assist the Appointment Committee in establishing the final list of three candidates in order of preference, to be presented to the Board for final approval;

- (ii) Facilitate interviews of the final list of three candidates, including drafting probing interview questions for the Appointment Committee and preparing a short report; and
- (iii) Assist the Appointment Committee in preparing a detailed final report to be presented to the Board for decision.

D. Outputs

7. To **provide**, as a result of the above:
 - (a) A first cut list of 20-25 candidates for each position;
 - (b) A long list of candidates for each position;
 - (c) A short list of candidates for each position;
 - (d) A final list of candidates for each position;
 - (e) Complete data and brief comments on the first cut list of 20-25 candidates for each position;
 - (f) A report on the minutes of the interviews conducted for establishing the long list of candidates for each position;
 - (g) A report on the minutes of the interviews conducted for establishing the short list of candidates for each position;
 - (h) Drafting probing interview questions for the Appointment Committee and preparing a short report on the interviews of the final list of candidates; and
 - (i) Preparing a detailed final report, in collaboration with the Appointment Committee, on the final list of candidates and the recruitment process.

E. Monitoring and progress controls, including reporting requirements

8. The recruitment firm shall work closely with the Fund's Human Resources (HR) team. The Appointment Committee, through HR, will provide overall supervision for the assignment.

F. Duration of the consultancy

9. This consultancy is expected to take up to a maximum of six months starting from the date of signature of the contract by both parties, subject to adjustments as required.
10. Negotiation is up to signature of the contract by selected candidates. If a candidate resigns or is let go within one year of taking up his or her role, the recruitment firm will have to find a replacement without charging a fee.

Annex IV: Terms of reference of the Head of the Independent Evaluation Unit

Head of the Independent Evaluation Unit

Republic of Korea

Role

The Head of the Independent Evaluation Unit (IEU) will work, pursuant to paragraph 60 of the Governing Instrument, as an operationally independent unit, will be selected by, and will report to, the Board. The Head of the IEU will conduct periodic independent evaluations of the Fund's performance in order to provide an objective assessment of the Fund's results and to capture lessons learned, including its funded activities and its effectiveness and efficiency.

The tenure of the Head of the IEU will be for three years. The incumbent can be removed only by decision of the Board.¹ The Board, by Board decision, may decide to terminate the contract based on the Head of the IEU's performance. His/her conditions of appointment will be decided by the Board upon recommendation by the Appointment Committee. To preserve operational independence, upon termination of service as the Head of the IEU, he/she shall not be eligible for any type of employment by the Fund within one year of the end of his/her appointment. The Head of the IEU will be subject to the Staff Code of Conduct with the Board or its designee as an oversight body. He or she will be based at the Fund's headquarters in Songdo, Republic of Korea, and the position will be a full-time one.

Duties and responsibilities

The Head of the IEU will report to the Board and, for administrative purposes only, to the Executive Director² and be responsible for:

- Conducting, or managing, by contracting consultants, evaluations using as much as possible internally generated data streams and analytical outputs, and applying evaluation standards and practice in accordance with best international practice and standards. The use of technical expert panels or similar mechanisms may be appropriate, as recommended in the case of the Global Environment Facility by the peer review of its evaluation function. The Head of the IEU will ensure that evaluation team members do not have conflicts of interest with respect to the activities in whose evaluation they will be involved;
- Making recommendations to improve the Fund's performance, in the light of the unit's evaluation, including in particular to the Fund's performance indicators and its results management framework;
- Attesting to the quality of the Fund's self-evaluations conducted by the Secretariat;
- Synthesizing and sharing the findings and lessons learned from the unit's evaluations with key internal and external audiences in order to inform decision-making by the Board and the Executive Director, as well as among intermediaries;

¹ Paragraph 3 of Annex III to Decision B.06/09.

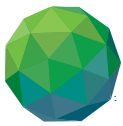
² In respect of certain overhead functions such as information technology, legal, human resources, etc. (excluding performance review).

- Proposing a budget for meeting the annual expenses of the unit, to ensure its financial independence, which will be considered and approved by the Board;
- Proposing detailed guidelines and procedures governing the work of the IEU to be approved by the Board. The procedures will be updated as necessary and approved by the Board so as to always ensure that the procedures efficiently carry out the work of the IEU in a cost-effective manner while meeting best international standards;
- Participating actively in relevant evaluation networks in order to ensure that it is at the frontier of results, evaluation and learning practice and that it benefits from relevant initiatives undertaken by other evaluation units;
- Establishing close relationships with the independent evaluation units of the intermediaries and implementing entities of the Fund and seeking to involve them in their activities and to share learning wherever feasible and appropriate;
- Providing recommendations to accredited entities on how to design projects/programmes and monitoring of those activities so as to improve the ability of the IEU to provide quality evaluation of the Fund's activities;
- Defining the independent evaluation policy contributing to the Fund's knowledge management process;³
- Developing and updating the independent evaluation policy of the Fund, as reiterated in Annex IX to Decision B.08/07;
- The independent evaluation work is separate from the day-to-day monitoring and evaluation (M&E) work of the Secretariat as per paragraph 23 (j) of the Governing Instrument;
- In addition to synthesizing the findings and/or lessons learned, disseminating/communicating results with relevant audiences;
- Developing plans to ensure that evidence informs learning across the Fund;
- Providing evaluation reports to the Conference of the Parties of the United Nations Framework Convention on Climate Change for the purposes of periodic review of the Financial Mechanism of the Convention; and
- Preparing and submitting periodic progress reports to the Board, as and when required, and an annual report that will also be disseminated to the public.

Required experience and qualifications

- Advanced university degree in law, economics, development studies, climate change or a related field (Masters or higher);
- Relevant professional experience, including at least seven years at senior management level;
- Demonstrated expertise in project and programme evaluation;
- Good organizational skills;
- Expert experience in drafting detailed guidelines and procedures;
- Experience in setting up and executing a budget;
- Proven analytical skills with creative solutions to challenges;

³Annex IX to Decision B.08/07.



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- Demonstrated experience in prioritizing multiple assignments, meeting tight deadlines, and a willingness to be flexible with minimal staff in a fast-paced environment;
 - Exceptional relationship and communication management skills;
 - Exceptional interpersonal skills with the ability and personality to work collaboratively, accept responsibility and motivate colleagues;
 - Demonstrated strong track record in leading the recruitment and development of a team;
 - Sensitivity to political, and respect for cultural, factors;
 - Fluency in English is essential; knowledge of another United Nations language is an advantage;
 - Experience in, or working with, developing countries;
 - Good knowledge/experience of relevant independent evaluation networks and the broader M&E landscape;
 - Experience of leading and managing a diverse team with a broad range of technical skills;
 - Experience of drafting and delivering evidence plans that are aligned with and support organizational learning;
 - Strong project management skills;
 - Strong gender skills and experience in order to embed gender within all evaluations of the Fund;
 - Enjoy an impeccable reputation of honesty and integrity and be widely respected and regarded for his/her competence and expertise; and
 - **Applications from women and nationals of developing countries are strongly encouraged.**

Annex V: Terms of reference of the Head of the Independent Integrity Unit

Head of the Independent Integrity Unit

Republic of Korea

Role

The Head of the Independent Integrity Unit (IIU) will work, pursuant to paragraph 68 of the Governing Instrument, with the Secretariat at its headquarters in Songdo, Republic of Korea, and report to the Board or its designee, to investigate allegations of fraud and corruption and other prohibited practices (coercive and collusive practices, abuse, conflict of interest and retaliation against whistle-blowers) in line with best international practices and in close coordination or cooperation with relevant counterpart authorities. The IIU will enjoy independence in the exercise of its responsibilities; and in order to conduct an investigation, it will have full access to all relevant Fund documents and data, including electronic data. During the course of its work, the IIU will need to work closely with the Secretariat. The IIU will actively participate in relevant networks of integrity department/units to ensure that it is at the frontier of relevant practice and that it benefits from initiatives undertaken by integrity units of other international organizations. The IIU will establish close relationships with the integrity units of the accredited entities, endeavour to work with them and rely on them as much as possible. However, it will not be precluded from conducting its own investigations.

The tenure of the Head of the IIU will be for three years; renewable once. In order to ensure independence of the office, the incumbent may not be removed from office during his/her term, except for malfeasance or mental incapacitation.¹ The Board, by Board decision, may decide to terminate the contract based on the Head of the IIU's performance. His/her conditions of appointment or reappointment will be decided by the Board upon recommendation by the Appointment Committee. The Head of the IIU shall not be eligible for any type of employment by the Fund within one year of the end of his/her appointment. The Head of the IIU will be subject to the Staff Code of Conduct provided that the oversight function will be exercised by the Board or its designee.

Duties and responsibilities

The Head of the IIU will report to the Board and, for administrative purposes only, to the Executive Director² and be responsible for:

- Serving as the point of contact for all alleged and suspected incidents of integrity violation, as defined in these terms of reference, including fraud and corruption, involving any Fund activity, including actions by its staff members, corporate procurement by the Fund, and activities (including projects and programmes) using Fund resources directly or indirectly;
- Registering all complaints and reviewing them to determine whether they fall within the authority of the IIU;

¹ Paragraph 21 of Annex IV to Decision B.06/09.

² In respect of certain overhead functions such as information technology, legal, human resources, etc. (excluding performance review).

- Proposing a budget for meeting the annual expenses of the unit to ensure its financial independence;
- Proposing detailed guidelines and procedures governing the work of the IIU to be approved by the Board. The procedures to be followed will be in a cost-effective manner while meeting best international standards;
- Adopting appropriate procedures to determine whether an integrity violation has occurred;
- Examining and determining the veracity of alleged or suspected integrity violations against accredited entities, project executing entities, contractors, consultants, service providers or other external stakeholders, or against the Fund's staff members; reporting the unit's investigative findings to the Secretariat and/or the Ethics and Audit Committee (EAC), and making recommendations, as appropriate, that are derived from the unit's findings;
- With reference to complaints regarding any activities using Fund resources directly or indirectly or in connection with corporate procurement, providing the Secretariat with advice on remedial actions;
- With reference to the staff of the Fund, investigating allegations of staff misconduct, involving violations of the the Staff Code of Conduct; cooperating and coordinating with the Executive Director in the conduct of investigations; and reporting the unit's findings to the Executive Director for decision on disciplinary actions;
- With reference to the Executive Director, bringing to the attention of the Co-Chairs and the Ethics and Audit Committee the findings on any investigation involving misconduct or integrity violations;
- In consultation with the Executive Director and other designated officials of the Fund, develop policies, procedures and controls in order to mitigate the opportunities for integrity violations in the Fund's activities, including activities implemented through accredited entities, to ensure that all staff, external stakeholders and accredited entities adhere to the highest integrity standards; and documenting all investigative findings and conclusions;
- Developing policies for Board approval so as to address anti-corruption and counter the financing of funds terrorism;
- Providing the Ethics and Audit Committee with the information that the Committee may reasonably request for it to fulfil its role pursuant to its terms of reference, in particular concerning the issues of Board conflicts of interest, confidentiality and ethics;
- Reporting to the Board on the unit's activities, including summary investigative findings and any remedial action decided upon by the EAC in the case of external stakeholders, or by an accredited entity;
- In collaboration with the Secretariat and the Executive Director, promoting awareness of the Fund's integrity standards, including to all accredited entities and executing entities;
- Consulting and collaborating with multilateral funds, international finance institutions and other relevant parties so as to share experience and insight on how best to address integrity violations;
- Coordinating with relevant national and international counterpart authorities during the investigation of alleged or suspected integrity violations, when considered appropriate and authorized by the Secretariat;
- Considering and recommending for Board approval, the participation in arrangements between multilateral funds and international financial institutions on integrity matters; and

- Preparing and submitting an annual report to the Board, summarizing the unit's activities.

Required experience and qualifications

- Advanced university degree in law or a related field (Masters or higher);
- Relevant professional experience, including at least seven years at senior management level;
- Good organizational skills;
- Expert experience in drafting detailed guidelines and procedures;
- Experience in setting up and executing a budget;
- Proven analytical skills with creative solutions to challenges;
- Demonstrated experience in prioritizing multiple assignments, meeting tight deadlines, and a willingness to be flexible with minimal staff in a fast-paced environment;
- Exceptional relationship and communication management skills as well as strong skills in handling communication;
- Exceptional interpersonal skills with the ability and personality to work collaboratively, accept responsibility and motivate colleagues;
- Demonstrated strong track record in leading the recruitment and development of a team;
- Sensitivity to political, and respect for cultural, factors;
- Fluency in English is essential; knowledge of another United Nations language is an advantage;
- Experience and a proven track record in conducting integrity investigations and leading an integrity unit;
- Enjoy an impeccable reputation of honesty and integrity and be widely respected and regarded for his/her competence and expertise; and
- **Applications from women and nationals of developing countries are strongly encouraged.**

Annex VI: Terms of reference of the Head of the Independent Redress Mechanism

Head of the Independent Redress Mechanism

Republic of Korea

Role

The Head of the Independent Redress Mechanism (IRM) will work with the Secretariat, based in the Fund's headquarters in Songdo, Republic of Korea,¹ and will report to the Board pursuant to paragraph 69 of the Governing Instrument. The IRM will receive complaints related to the operation of the Fund and will evaluate and make recommendations on the complaints received. It is not intended to be a court of appeal or a legal/adjudicating mechanism. It is a mechanism within the Fund that will address the reconsideration of funding decisions in accordance with decision 5/CP.19, paragraphs 6–10. It will also address any grievances and complaints submitted by communities and people who have been directly affected by adverse impacts through the failure of a project or programme funded by the Fund in order to implement the Fund's operational policies and procedures, including its environmental and social safeguards.

The tenure of the Head of the IRM will be for three years; renewable once. In order to ensure independence of the office, the incumbent may not be removed from office during his/her term, except for malfeasance or mental incapacitation.² The Board, by Board decision, may decide to terminate the contract based on the Head of the IRM's performance. His/her conditions of appointment will be decided by the Board upon recommendation by the Appointment Committee. The Head of the IRM shall not be eligible for any type of employment by the Fund within one year of the end of his/her appointment. He or she will be subject to the Staff Code of Conduct with the Board or its designee as an oversight body.

Duties and responsibilities

The Head of the IRM will be responsible to the Board for all substantive work. However, for administrative purposes only, he/she will report to the Executive Director³⁴, and be responsible for:

- Proposing a budget for meeting the annual expenses of the unit, to ensure its financial independence;
- Proposing detailed guidelines and procedures governing the work of the IRM to be approved by the Board. The procedures to be followed will be iterative, whereby expeditious and cost-effective redress of grievances and resolution of complaints can be facilitated;
- Treating all stakeholders in a fair and equitable manner. While ensuring transparency and fairness, the IRM will be cost-effective, efficient and complementary to other supervision, audit, quality control, monitoring and evaluation, and independent evaluation systems of the Fund as well as those of accredited entities;
- Following international best practices;

¹ With limitations on staffing structure and budget in the initial phase of its operation.

² Paragraph 11 of Annex V to Decision B.06/09.

³ Paragraph 16 of Annex V to Decision B.06/09.

⁴ In respect of certain overhead functions such as information technology, legal, human resources, etc. (excluding performance review).

- Dealing with grievances or complaints filed by a group of persons who have been directly affected by adverse impacts through the failure of the project or programme funded by the Fund in order to implement the Fund's operational policies and procedures, including its environmental and social safeguards, or the failure of the Fund or its accredited entities to follow such policies;
- Making recommendations to the Board after allowing the necessary time for Management to provide response to inputs to make changes to operational policies and procedures. Both IRM findings and Management response will be concomitantly submitted to the Board;
- Monitoring whether the decisions taken by the Board following IRM recommendations have been implemented; and
- Preparing and submitting periodic progress reports to the Board, as and when required, and an annual report that will also be disseminated to the public.

Required experience and qualifications

- Advanced university degree in law, environment, social development, development studies, economics or a related field (Masters or higher);
- Relevant professional experience, including at least seven years at senior management level;
- Good organizational skills;
- Experience working with social and environmental safeguards and standards used by international organizations which can be applied in a variety of settings;
- Expert experience in drafting detailed guidelines and procedures associated with the adverse impacts arising from the implementation of projects;
- Experience in setting up similar accountability units, including hiring staff and formulating a budget;
- Demonstrated experience in prioritizing multiple assignments, meeting tight deadlines, and a willingness to be flexible with minimal staff in a fast-paced environment;
- Exceptional relationship and communication management skills;
- Exceptional interpersonal skills with the ability and personality to work collaboratively, accept responsibility and motivate colleagues;
- Demonstrated strong track record in leading the recruitment and development of a team;
- Sensitivity to political, and respect for cultural, factors;
- Fluency in English is essential; knowledge of another United Nations language is an advantage;
- Experience and a proven track record in dealing with grievances or complaints made by affected communities in relation to investments made by international organizations;
- Enjoy an impeccable reputation of honesty and integrity and be widely respected and regarded for his/her competence and expertise;
- Proven analytical skills with creative solutions to challenges; and
- **Applications from women and nationals of developing countries are strongly encouraged.**