



**GREEN
CLIMATE
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GCF/B.15/14

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Report on the status of staffing of the Secretariat

Summary

At its twelfth meeting, the Board authorized the recruitment of new staff with a view to filling approximately 100 positions by December 2016, in order to build the capacity of the Secretariat. Appropriate measures have been taken to fill these positions as soon as possible, while continuing to implement the work plan for this year, using available resources.

The Secretariat has made steady progress in recruiting new staff, and has concluded 46 recruitment processes since the thirteenth meeting of the Board. Of 46 offers made, 36 have been accepted, three were promotions which did not increase the number of staff, and 7 have been declined or not yet accepted. This brings the total number of staff as at 1 December 2016 to 76 with 85 staff anticipated by the end of 2016.

With recruitment processes already well advanced for an additional 27 posts, and others to be launched imminently, the target of 100 filled posts is expected to be reached in early 2017.

Recognising the need for strategic, clear and consistent communications and outreach, at its thirteenth meeting, the Board requested the Secretariat, in consultation with the Budget Committee, to make a proposal for staffing and building the Secretariat's capacity in this regard.

The proposal is to create and staff the post of Director of Communications, Outreach and Partnerships, a senior staff member who would prioritise the development of the communications strategy and identify a suitable staffing structure to implement efficient and effective delivery.

I. Introduction

1. The Board, by decision B.12/27, noted the need to increase the number of regular staff of the Secretariat to an approximate total of 100 filled positions by 31 December 2016, taking into consideration the ability of the Secretariat to recruit and absorb the increasing staffing numbers, and following the appropriate process. By the same decision the Board allocated additional funds for staffing in the Secretariat. This has enabled the Secretariat to plan and implement a recruitment campaign to significantly increase its capacity.
2. The Board, by decision B.13/25, also recognized the need for strategic, clear and consistent communication and outreach by the Secretariat, including Board-appointed officials, and the Board. In this regard, the Board requested the Secretariat to present, in consultation with the Budget Committee, a proposal on Secretariat staffing for communications and outreach.
3. This document presents a progress report on recruitment in the Secretariat (as at 1 December 2016), as well as a status report and proposal for its communications and outreach function.

II. Progress report on recruitment

4. 36 new staff have been appointed since the thirteenth meeting of the Board (B.13) and recruitment processes are well underway for 27 new positions. A number of these recruitment processes will be completed by the end of 2016 and the balance during early 2017.

Table 1: Number of staff since B12

	B12	B13	B14	B15
Number of staff	45	45	60	76
% increase from B12		0%	33%	69%

5. Following the Board's guidance, individuals who have been working as full-time consultants have been encouraged to apply for the staff positions. The Secretariat has filled 20 regular staff positions with consultants since the GCF started its work, 13 of whom have been hired since B.13.
6. In terms of senior posts, it is expected that final candidates for the roles of Director of the Private Sector Facility, and Director of Mitigation and Adaptation will have been identified by the fifteenth meeting of the Board.

2.1 Increase in staffing by area of activity

7. Table 2 indicates the progress made in building the Secretariat's workforce, by area of activity. Of the 36 new positions filled, 28 are international professional staff and 8 are administrative support staff positions.

Table 2: Staffing by area of work

Areas of activity	Current staff	In pipeline	Total
Executive direction and management, including communications and outreach	4	1	5

Country and accredited entity relationship management and Readiness and Preparatory Support Programme	15	1	16
Portfolio development and management	15	14*	29
Institutional, legal and financial/administrative support	38	5	43
Risk management, compliance and audit	4	6	10
Total	76	27	103

*Further breakdown - 8 x Division of Mitigation and Adaptation, 5 x Portfolio Development and Management, 1 x Division of Private Sector Facility.

8. Table 3 presents a summary of the progress of number of staff in the operational and support divisions since B13.

Table 3: Progress in staffing in operational and support divisions

Areas of activity	B13	B14	B15	Expected by B16
Operations	31	26*	34	50
Support	14	34	42	53
Total	45	60	76	103

*Five (5) international staff members have resigned since B 13

9. It is envisaged that a greater percentage of the 40 additional posts approved for 2017 will be in the operational divisions.

10. In addition, the Secretariat has 24 international and 14 administrative consultants based at its headquarters in Songdo, Incheon, Republic of Korea, to carry out its work as defined in the work plan for 2016.

2.2 Staff by gender and geographical distribution

11. The Secretariat continues its effort to achieve the greatest geographical diversity in its workforce, and to ensure that women and men are equally represented at all levels. There has been an improvement in gender balance in international posts since the last reported figures, from 79:21 to 60:40 and efforts are being made to improve this further.

12. Table 4 provides information on the geographical and gender distribution of staff as at 24 November 2016.

Table 4: Geographical and gender distribution among appointed staff

Filled positions		Geographical distribution		Gender balance	
Level	Number of staff	Developed Country	Developing Country	Male	Female
IS-level	58	25 (43%)	33 (57%)	35 (60%)	23 (40%)
AS-level	18	1 (5%)	17 (95%)	7 (39%)	11 (61%)
Total	76	26 (34%)	50 (66%)	42 (55%)	34 (45%)

Abbreviations: AS = [administrative support staff], IS = [international professional staff]

13. Progress on recruitment has been steady, and candidates are engaged and motivated by the mission of the GCF. However, the location of the Secretariat headquarters in Songdo continues to be a constraint, particularly for families, and a number of the Secretariat's offers of employment are rejected.

14. The Secretariat is therefore making increasing efforts to attract well-qualified candidates, as will be seen in the upcoming revision of the Administrative Guidelines on Human Resources.

III. Reinforcing GCF's communications and outreach function

3.1 Background

15. By its decision B.13/25, the Board recognized the need for strategic, clear and consistent communication and outreach by the Secretariat, including Board-appointed officials, and the Board (paragraph (b)) and decided that the Secretariat's capacity in this regard shall be further developed (paragraph (d)). It requested the Secretariat to consult the Budget Committee and, in considering the structure of the Secretariat, to present for consideration by the Board at its fourteenth meeting a proposal on Secretariat staffing for communications and outreach (paragraph (e)). The Board also decided to prioritize development of a GCF communications strategy for presentation to the Board no later than its seventeenth meeting (paragraph (f)), and set interim communications and outreach objectives until a communications strategy is adopted (see section II).

16. In accordance with these decisions, the Secretariat and the Budget Committee reviewed the GCF's current staff capacity for communications and outreach and discussed a proposal to strengthen this function.

3.2 Priorities of the Board for communications and outreach

17. In its decision B.13/25 (h), the Board decided that, until a communication strategy is adopted, the objectives of communications and outreach are: to provide clear and accessible information on the GCF, in order to prompt the generation of high-quality funding proposals that will trigger clear transformational changes; to encourage and support all key stakeholders to access and engage with the GCF; to ensure broad coverage of developing countries so as to highlight how beneficiary countries will benefit from their relationship with the GCF; and to enhance transparency.

3.3 Current structure, focus, and capacity

18. The GCF's communications and outreach function is currently staffed with one senior professional, who reports to the Executive Director. The staff member is supported by three experts on website development, software engineering, graphic design, as well as a team assistant, all of whom are employed on a short-term basis. One additional specialist position had been allocated by the Board to support GCF communications, and had been filled temporarily.

19. With its current size and skill set, the team does not have the capacity to render the full set of basic communications and outreach activities for an institution like the GCF. Many of the standard outreach and communications actions are currently embarked upon simultaneously and efforts to reach all stakeholders through effective communications, as well as through outreach and engagement, are constrained.



20. Outreach is also occurring more broadly throughout the Secretariat's operational functions (for example, through support for accreditation or through the readiness program) and there is no capacity within the communications team to provide support in this regard.

21. In addition to lacking sufficient capacity to deliver the full complement of basic communication and outreach services required, the GCF's communications and outreach function's ability to engage in strategic, clear and consistent communications is severely limited.

3.4 Proposed action by the Board

22. Given the need for more strategic communication, the progress and profile of the Fund, the Secretariat recommends the creation and staffing of a position of Director of Communications, Outreach and Partnerships (IS-8) to provide strategic direction and establish an in-house high-functioning communications and outreach function.

23. The proposed Director of Communications, Outreach and Partnerships should prioritise the development of the communications strategy and identify a suitable staffing structure to implement efficient and effective delivery of the strategy.



Annex I: Draft decision of the Board

The Board, having considered document GCF/B.15/14 titled “Report on the status of staffing of the Secretariat”:

- (a) Takes note of the report; and
 - (b) Approves the creation and staffing of the position of Director of Communications, Outreach and Partnerships.
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