



GEF/C.42/10  
May 25, 2012

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GEF Council Meeting  
June 5 - 7, 2012  
Washington, D.C.

Agenda Item 17

## **Report of the Selection and Review Committee on the Selection of GEF CEO/Chairperson**

## **Recommended Council Decision**

The Council, having reviewed document GEF/C.42/10, *Report of the Selection and Review Committee on the Selection of GEF CEO/Chairperson*, takes note of the SRC's recommendation to the Council of the three candidates, in order of preference, for the Council's final consideration and decision. These are:

1. Ms. Naoko Ishii
2. Mr. Jules Kortenhorst
3. Mr. Ajay Mathur

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## I. Summary

1. In June 2009, the Council established the Council Selection and Review Committee (SRC)<sup>1</sup> to oversee the GEF CEO/Chairperson appointment process and accordingly tasked the SRC to, “make a recommendation to the Council of three candidates, in order of preference, for the Council’s final consideration and decision.”<sup>2</sup>

2. In anticipation of the completion of the final term of the current GEF CEO/Chairperson, the Council authorized the SRC, in May 2011, to revise the terms of reference for the executive search firm in light of Council comments and to select an executive search firm in advance of the November 2011 Council meeting.<sup>3</sup>

3. In November 2011,<sup>4</sup> after approving the revised terms of reference of the GEF CEO/Chairperson<sup>5</sup> and the executive search firm,<sup>6</sup> the Council launched the official search for the new GEF CEO/Chairperson in accordance with the June 2009 Council decision.<sup>7</sup> The Council further requested the SRC to report to Council at its June 2012 meeting on progress made towards selecting the new GEF CEO/Chairperson.

4. The SRC has now completed its work as mandated by Council<sup>8</sup> and is bringing forth three names of candidates, **in order of preference**, for the Council’s final consideration and decision. These are:

1. Ms. Naoko Ishii
2. Mr. Jules Kortenhorst
3. Mr. Ajay Mathur

5. The ranking recommended by the SRC was based on the candidates’ relative strengths *vis-a-vis* the set of criteria derived from the Role Specification for the GEF CEO/Chairperson.<sup>9</sup> The SRC developed the Role Specification operationalizing the terms of reference for the GEF CEO/Chairperson.

6. The overview and reasoning behind the work of the SRC that led to the above recommendation is contained in this document. It provides background information on the terms

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<sup>1</sup> The Selection and Review Committee is comprised of 6 Council Members, including three from contributing participants and three from recipient participants.

<sup>2</sup> GEF/C.35/9/Rev.2, *Recommendations Concerning Certain Appointment, Reappointment and Performance Objective Reviews Processes*. Selection process attached as Annex 1.

<sup>3</sup> GEF/C.40/15, *Preparing to Launch an Executive Search for the GEF CEO/Chairperson*

<sup>4</sup> GEF/C.41/CRP.01, *Process of Selection of GEF CEO/Chairperson*

<sup>5</sup> Attached as Annex 3.

<sup>6</sup> Attached as Annex 4.

<sup>7</sup> GEF/C.35/9/Rev.2, *Recommendations Concerning Certain Appointment, Reappointment and Performance Objective Reviews Processes*.

<sup>8</sup> GEF/C.35/9/Rev.2, *Recommendations Concerning Certain Appointment, Reappointment and Performance Objective Reviews Processes*.

<sup>9</sup> Attached as Annex 6.

of appointment of the GEF CEO/Chairperson and outlines the process followed in the selection of the new GEF CEO/Chairperson. Key steps undertaken by the SRC are outlined, including the selection of and contribution from an independent executive search firm that assisted in advertising the position, sourcing and screening of candidates, and also in narrowing down the list of candidates. The document further summarizes consultations carried out by SRC members with Council Members and other key stakeholders at different stages of the selection process.

7. The SRC circulated the document to all the Council Members on May 25, 2012 sufficiently in advance of the June Council meeting to facilitate the full consideration of all Council Members on the recommendation of the SRC at that meeting.

## **II. Reasoning behind the SRC's Recommendation**

### **Justification for the Choice of the Final List of Candidates**

8. Ms. Naoko **Ishii**, Mr. Jules **Kortenhorst** and Mr. Ajay **Mathur** emerged out of the selection process as the strongest three candidates who demonstrated all the requisite competencies, skills and qualifications needed for this position. They topped the list of 37 candidates who were deemed worthy of serious consideration. Each of them brought several strengths, having had commendable long-standing leadership experience in the public and/or the private sector, extensive experience in the international development and global environment initiatives.

9. All three candidates have broad skills sets and a vision that shows a deep understanding of the GEF and a well-informed strategy for its future direction. In addition, during the interviews,<sup>10</sup> each candidate demonstrated a sense of leadership, commitment and the ability to negotiate and form diverse coalitions, as well as effectively manage stakeholder relationships in the GEF partnership.

10. There is no doubt that each candidate is qualified to lead the GEF and would be able to enhance cooperation with the GEF Agencies as well as other stakeholders. Each candidate demonstrated good knowledge and understanding of the constraints that donor and recipient countries face. They also have the required work ethic, international exposure and communication skills needed to be successful in such a position.

11. On top of a rich career, Ms. Naoko **Ishii** has for the past two years represented the Government of Japan in climate change negotiations at the international level. Ms. Ishii has a strong track record of success in high impact organizations and combines extensive experience working with global teams with competencies in developing and implementing strategies in the field with innovative approaches. Ms. Ishii's reputation extends from networks working on economic development to those involved in environmental and social issues. Her experience in financial management relates to the role she played in the context of supporting replenishment discussions for the International Development Association and the Asian Development Fund and as representative of the Government of Japan in discussions on financing for protecting the

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<sup>10</sup> Interviews of the Final List of three candidates were held in Paris on May 23, 2012.

environment at the global level. She has had hands-on experience implementing GEF projects. Ms. Ishii was very articulate, pleasant and confident in her interviews.

12. Mr. Jules **Kortenhorst** has demonstrated an ability to influence decision-making throughout his career. He has a solid financial and business background combined with legislative and NGO experience. Mr. Kortenhorst has extensive leadership experience in the private sector. He also has served as Chief Executive Officer of the European Climate Foundation, one of the largest philanthropic organizations in Europe, and has a solid fundraising reputation. Mr. Kortenhorst has a good understanding of finance and budget management. With a background in industry, politics, and advocacy, Mr. Kortenhorst has developed a highly effective communication style to drive an agenda forward. In his interviews, he demonstrated impressive leadership traits, humor and charisma.

13. Mr. Ajay **Mathur** has a proven leadership track record in the public sector, most recently as Director General of the Bureau of Energy Efficiency for the Government of India. He was previously Team Leader for Climate Change at the World Bank. Mr. Mathur has been the lead Indian negotiator on technology development and transfer, and has been a key negotiator in the development of the Technology Mechanism of the UN Framework Convention on Climate Change. Mr. Mathur is a well-rounded professional with extensive background in fundraising and management as well as experience in the private sector. He has built a good reputation in networks on economic development and environment, domestically as well as at the international level. Mr. Mathur is highly regarded for his fundraising ability. Given his public and private sector experience, Mr. Mathur can effectively manage various stakeholders and align them around common objectives. Mr. Mathur came across during the interviews as energetic, confident, and engaging.

### **Rationale for Ranking of the Three Candidates**

14. Of the final three candidates, Ms. Naoko Ishii emerged as the SRC's first choice for the position of the GEF CEO/Chairperson. While all three candidates compared well with one another when assessed against most of the key competencies and skills needed for this position, she brings, in addition, the following unique attributes:

- (a) A well articulated view for how the institution's future role should continue to evolve for it to remain central in providing finance to achieve global environmental benefits. The SRC was particularly impressed with her keen awareness of the various challenges facing the GEF in an increasingly complex environmental financing architecture. She brought attention to the need for the GEF to be well positioned and to be most effective in a competitive environment for resources;
- (b) A deeper knowledge, stronger familiarity and historic engagement with all of the institutions and stakeholders with which the GEF engages. She was thoroughly prepared on all substantive issues and had excellent knowledge of the GEF mandate. Ms. Ishii's approach to dealing with these issues reflects her strong

strategic thinking and problem solving skills, including her emphasis on inclusiveness;

- (c) A proven ability for fundraising as demonstrated through her leadership and ability to engage stakeholders in the recent replenishment of the Asian Development Fund. This is a critical asset to achieve a successful sixth replenishment for the GEF;
- (d) Stronger understanding of the GEF's link with the different Conventions including the need to translate guidance it receives into action. Ms. Ishii appreciates the importance of continued and constructive engagement between the GEF and the Conferences of the Parties (COP);
- (e) Collaborative and inclusive leadership style. Her style of soft diplomacy suggests a leader who will look to find common ground among different interest groups and manage stakeholder relationships. Her career provides compelling examples, especially within the World Bank and in her role as representative of her Government in various negotiations, that she is a consensus building leader who is well suited to facilitate constructive relationships with GEF stakeholders including GEF Agencies. Balancing the various stakeholders' roles and responsibilities in a network institution such as the GEF is fundamental to its success. These leadership qualities make her, in the eyes of the SRC, the best choice to facilitate the work of the GEF Council and provide leadership to the Facility.

15. Mr. Kortenhorst was ranked second. He demonstrated the following attributes:

- (a) An empowering and engaging leadership style. Building on his entrepreneurial background, he impressed the SRC with innovative approaches for motivating his team and building stakeholder relationships.
- (b) A strong planning sense and action oriented approach. He demonstrated a thoughtful focus on process as an important element to resolving problems and moving an agenda forward, including within the international political environment in which the GEF operates.
- (c) An exceptionally clear and engaging communicator. With a diverse background in industry, politics and the non-profit world, he has developed an effective communication style that is appealing and accessible to multiple interest groups.

16. Mr. Ajay Mathur was energetic and convincing in his interview. He showed a leadership style characterized by a desire to empower people and build consensus around challenging issues facing the GEF. He made a positive impression, sharing innovative perspectives concerning the issues of direct access, engagement with the private sector, and donor-recipient dynamics in the

GEF. Finally, he stressed the importance of maintaining a constructive relationship in the GEF network.

### **III. Background on the Terms and Appointment of the GEF CEO/Chairperson**

17. In May 2010, the Assembly amended the GEF Instrument (hereinafter referred to as the ‘Instrument’) regarding the terms and process for appointing the GEF CEO/Chairperson. The amendment provides: “The CEO shall be appointed to serve for four years on a full time basis by the Council. The GEF CEO/Chairperson may be reappointed by the Council for one additional four year term.”

18. Because Paragraph 21 of the Instrument did not articulate a comprehensive process for the appointment or reappointment of the GEF CEO/Chairperson, at its meeting in June 2009, the Council adopted a process for appointing the GEF CEO/Chairperson.<sup>11</sup> The steps outlined, including the assistance of an independent executive search firm and consultations with Council Members and key stakeholders, reflect the Council’s resolve for a transparent and inclusive process.

19. At its meeting in June 2011, the Council noted the expiration date of the term of the current GEF CEO/Chairperson to be July 31, 2012. In this context, the Council discussed modalities for selecting the new GEF CEO/Chairperson at the June 2012 Council meeting.

### **IV. Overall Approach in the Selection Process**

20. The SRC conducted its work through audio/video teleconferencing and in person meetings on the basis of its workplan,<sup>12</sup> which was presented to the Council at its November 2011 meeting. The activities and timeline set out reflect the main steps outlined in the approved selection process.

21. The overall scope of work undertaken by the SRC consisted in:

- (a) Recruiting an independent executive search firm, namely Egon Zehnder International (EZI), to provide professional assistance in the screening and selection of the candidates, and developing modalities for its work, including engagement with the executive search firm;
- (b) Organizing its work through steps that included five formal meetings spread over six months, coupled with regular informal discussions between such meetings, regular electronic communication and informal consultation as well as video and in-person interviews of candidates;
- (c) Keeping the Council Members regularly informed on progress made in the selection process via mail;

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<sup>11</sup> Attached as Annex 1.

<sup>12</sup> Attached as Annex 5.



(d) Two rounds of consultations with Council Members.

22. All decisions undertaken by the SRC were made by consensus and took into consideration professional advice and extensive support from the executive search firm, including results from screening all potential candidates, both those who applied in response to the advertisement or whom the firm identified to have met the screening criteria. The deliberations incorporated feedback received through consultations with Council Members and the three major GEF Implementing Agencies.

23. The work of the SRC was facilitated by the Secretariat and the World Bank Human Resources Department (HR) who administered the necessary contractual arrangements, based on a budget approved by Council at its meeting in November 2011.<sup>13</sup>

24. In November 2011, at the launch of the search, the SRC was comprised of three representatives from contributing participants, namely United States, Germany and Switzerland, and three representatives from recipient participants namely Mexico, Ethiopia and the Russian Federation. Leading the Committee in the search process, the recipient participant from Mexico acted as the Chair. During the course of work of the SRC, the membership of the SRC was modified in two instances due to events beyond the influence of the SRC:

- (a) First, the SRC member from Switzerland decided to step down from the Committee in order to avoid a perceived conflict of interest. This perceived conflict of interest could have arisen in the SRC meeting scheduled for 9 February, 2012 where the Long List of approximately ten candidates to be evaluated further was to be established. This course of action undertaken was in accordance with the provisions on conflict of interests, as can be found in the Terms of Reference of the executive search firm. This seat on the Committee was consequently taken up by a donor participant, namely from Finland;
- (b) Second, in April 2012, the Secretariat was informed of the recent changes occurred in Mexico's GEF Council membership. The SRC member from Mexico was no longer acting as a Council Member and consequently stepped down. In line with the ongoing practice of the SRC, a new representative from the recipient participant, namely Argentina was requested to join the SRC;
- (c) Finally, the Committee designated by consensus the SRC member from Germany as the new Chair of the SRC.

### **Scope of Assistance provided by the Executive Search Firm**

25. Egon Zehnder International (EZI), an independent executive search firm, was recruited to assist the SRC in carrying out the search on the basis of the Council approved Terms of Reference. The selection of EZI was conveyed at the November 2011 Council meeting during which the SRC reported steps it had undertaken in its selection of the search firm. At the beginning of the search process, representatives of EZI held their first working session with the

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<sup>13</sup> Attached as Annex 2.

SRC on 8 November, 2011. The search firm's strategy was discussed, including outputs and timeline expected from their assistance. The meeting concluded with an agreement on modalities of engagement between the SRC and EZI. As a result, EZI participated fully in all SRC meetings, providing technical input as well as ensuring that industry standards were adhered to. The search firm helped in screening and evaluating all applications received for the position.

26. Broad principles underpinning EZI's work in support of the SRC were discussed early on in the process. It was decided that only members of the search firm would maintain formal communication with the candidates throughout the search. Consequently, EZI was in charge of informing the candidates whether they had qualified or not in the selection process, namely the First Cut List, Long List, Short List and Final List of candidates.

27. In order to assist potential candidates in better understanding the nature of the position and the skills needed, the SRC wrote a detailed Role Specification.<sup>14</sup> The Role Specification also laid down the basis for the screening criteria<sup>15</sup> used by the SRC against which candidates were rigorously assessed. Assessment of candidates was therefore conducted using the screening criteria derived from the Role Specification that included the following:

- (a) **Leadership**, which is about focusing, aligning, and building effective groups in one's immediate organization. It includes leadership roles in cross-functional, cross-organizational, or virtual project teams as well as conventional line or staff management positions. In this competence we focus on the leaders' view of other individuals, approach to delegation, and management of results. We focused in particular on the interpersonal skills to lead and on communication skills;
- (b) **Strategy and Vision**, which has to do with the ability to think long-term, interactively, and beyond one's own area. It involves a number of integrated steps, including business awareness (having a broad view of the market and environment and analyzing it for different possibilities), integration of information (making sense of it in a simple manner that explains complexity through a set of principles), and action-oriented planning (Coming up with a simple conceptual idea to explain how the company needs to address this market issue, in sufficient detail that this can be used to dictate changes in action plans). Beyond the ability to formulate and execute complex strategies, it also involves the facilitation and collaboration skills to implement strategy;
- (c) **Organizational and Cultural Sophistication**, which is about developing the long-term capabilities of the organization, and finding satisfaction in collaborating and influencing others. In this competency, we looked closely at candidates' experience forming diverse coalitions with government, civil society and multilaterals, as well as experience managing stakeholder relationships, including Boards of Directors. We looked at the extent to which candidates actively engage with others, motivate them to work with them, or even facilitate collaboration among others and thus establish a collaborative culture in the organization;

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<sup>14</sup> Attached as Annex 6. The full Role Specification Document was circulated to Council by the Chair of the SRC.

<sup>15</sup> Attached as Annex 7.

- (d) **Understanding of Finance**, which includes managing fund raising activities, budget management, financial planning and project control with accountability for financial results and performance, driving operational efficiency, and an understanding of funds.

## **Stages of the Search Process**

28. Following the terms of reference, the SRC used a winnowing process to reduce the set of potential candidates to a Final List of three candidates to present to the Council in order of preference. As discussed below, the various groups of candidates included:

- (a) **Candidate Pool:** This included all applicants and all candidates identified through outreach by EZI for possible consideration by the SRC. There were 133 persons in the initial candidate pool;
- (b) **First Cut List:** These candidates were deemed worthy of further consideration by the SRC based on criteria set forth in the Role Specification. There were 37 candidates selected in the First Cut List;
- (c) **Long List:** These candidates were deemed worthy of closer scrutiny and formed the basis of the first set of consultations with Council Members. There were 11 candidates selected in the Long List;
- (d) **Short List:** These candidates were deemed worthy of yet closer scrutiny, were interviewed (by video link) by the SRC and formed the basis of the second set of consultations with Council Members as well as the World Bank, UNEP, and UNDP. There were six candidates selected in the Short List;
- (e) **Final List:** This is the set of three candidates being put forward for the Council's consideration. These candidates were interviewed by the SRC in person and rank ordered as per the Terms of Reference for the search.

## **Interviews with Candidates**

29. Interviews were conducted of candidates, which was an important consideration in the selection process. Two rounds of interviews were organized.

30. The first round of interviews was on March 28 and 29, 2012 with those candidates who made it onto the Short List. These were conducted by video conference. Each candidate was interviewed for an hour. A representative from EZI and a consultant from the World Bank HR were present during the interviews, ensuring that industry standards were adhered to.

31. The second and final round of interviews was held on May 23, 2012, to further evaluate the Final List of Candidates. These were in person interviews of each candidate that lasted approximately an hour. SRC members used personalized probing questions. The probing

questions provided further information regarding the key selection criteria that guided the SRC's decision making process.

## **Consultations with Council Members**

32. Throughout the search process, the SRC closely involved and sought the views of Council Members, ensuring that relevant information was provided to them. Great care was taken to communicate and undertake detailed consultations that balanced the need for inclusiveness and transparency with the necessity to stick to the timeline laid out in the SRC work plan.

33. On November 17, 2011, the Chair of the SRC informed all the Council Members, Alternates and Operational Focal Points of the effective launch date of the search, the selection of EZI as well as invited them to disseminate as widely as possible information on the position with the view to encourage qualified candidates to apply. This was part of the SRC's effort to ensure through Council Members and the wider GEF network that all opportunities were explored to seek potential strong candidates.

34. Two rounds of consultations with Council Members were held (via phone and email). The first was conducted during the period from 10 February, 2012 to 9 March, 2012 following the establishment of the Long List of candidates and the second from 12 April, 2012 to 4 May, 2012 following the establishment of the Short List of candidates and the first round of interviews. Prior to each, the Chair of the SRC sent to each Council Member a short cover note prepared by EZI with the names of the candidates and their profiles, including educational background and work experience. The document was sent together with an update of the SRC's work. The Consultations gave the SRC members the chance to brief Council Members on the status of the search and provide clarifications on any queries/concerns they may have with the list and profiles of candidates provided.

35. The SRC members shared the responsibility of contacting different Council Members. Many Council Members provided their views to the SRC member who consulted with them. At the end of each consultation, individual SRC members reported back to the full SRC on feedback from their consultations. Input from these consultations was taken into account in the SRC decision making.

## **V. Selection of Candidates**

### **Sourcing and Overview of Candidates**

36. Egon Zehnder International (EZI) exerted due diligence in identifying as many qualified candidates as possible from around the world. It also helped preserve the integrity of the process, by ensuring that all candidates were screened and evaluated according to the same agreed procedures and criteria. The search firm's strategy consisted in reviewing applications submitted in response to the job listings in *The Economist* and on the GEF Web site together with conducting a systematic search for additional potential candidates through their own sourcing.

Information concerning the job posting was also sent to GEF Council Members, Alternates and Focal Points.

37. The SRC's recommendation to the Council of the Final List of candidates, in order of preference, was arrived at through a selection process that involved extensive screening and assessment of all candidates; the sequence starting with the establishment of a First Cut List of candidates. This list was narrowed down successively to a Long, Short and Final list of candidates.

38. The operational aspects of the search began by the identification of potential candidates through several channels:

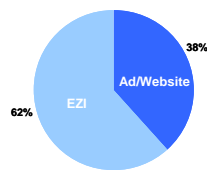
- (a) Advertisement for the search of the new GEF CEO/Chairperson, placed on the GEF website on 14 November, 2011;
- (b) Information through the GEF Council distributed by the Chair of the SRC to all Council Members, Alternates and Operational and Political Focal Points, on 17 November, 2011, inviting them to disseminate as widely as possible the information on the position with the view to encourage qualified candidates to apply;
- (c) Hard copy and on-line advertisement of GEF CEO/Chairperson Search featured in *The Economist*, on 28 November, 2011;
- (d) EZI's own sourcing.

39. EZI made the extra effort to see that the sourcing was done from all parts of the world with focus in particular on reaching out to senior executives with international organizational leadership experience in the public sector (governments, bilateral and multilaterals), civil society organizations and the private sector.

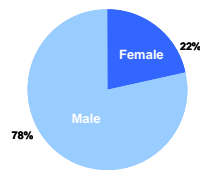
### **Screening of Candidates**

40. On 15 December, 2011, review of applications began. An initial candidate pool was assembled. Through EZI's own identification as well as the applicants that arrived through both the GEF website and the advertisement in the print, online publication of *The Economist* or other sources, 133 applicants were considered in the GEF candidate pool. The characteristics of the candidates are shown in Figure 1 below.

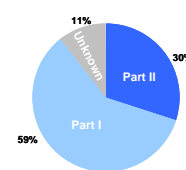
**Figure 1: Candidate Pool Diversity Snapshot**



Of the 133 in the candidate pool: 51 (38%) applied in response to advertisements, and 82 (62%) were identified through EZI's outreach



Of the 133 in the candidate pool: 29 (22%) were Females and 104 (78%) Males



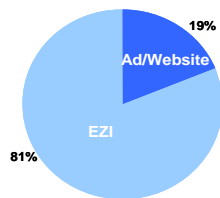
Of the 133 in the candidate pool: 79 (59%) from Donor participants, 40 (30%) from Recipient participants, 14 (11%) information Unknown

### Establishment of the First Cut List of Candidates

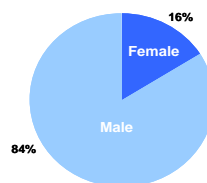
41. Based on information assembled by EZI, the SRC established the First Cut List of candidates comprising 37 candidates. These candidates were subjected to further scrutiny by the SRC.

42. The characteristics of the First Cut List of candidates are shown in Figure 2 below.

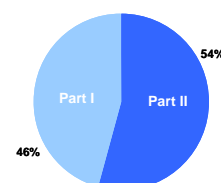
**Figure 2: The First Cut List Diversity Snapshot**



Of the 37 First Cut List of candidates: 7 (19%) identified via advertisements in the *Economist* and on the GEF website, 30 (81%) identified by EZI



Of the 37 First Cut List of candidates: 6 Females (16%), 31 Males (84%)



Of the 37 First Cut List of candidates: 17 (46%) from Donor participants and 20 (54%) from Recipient participants

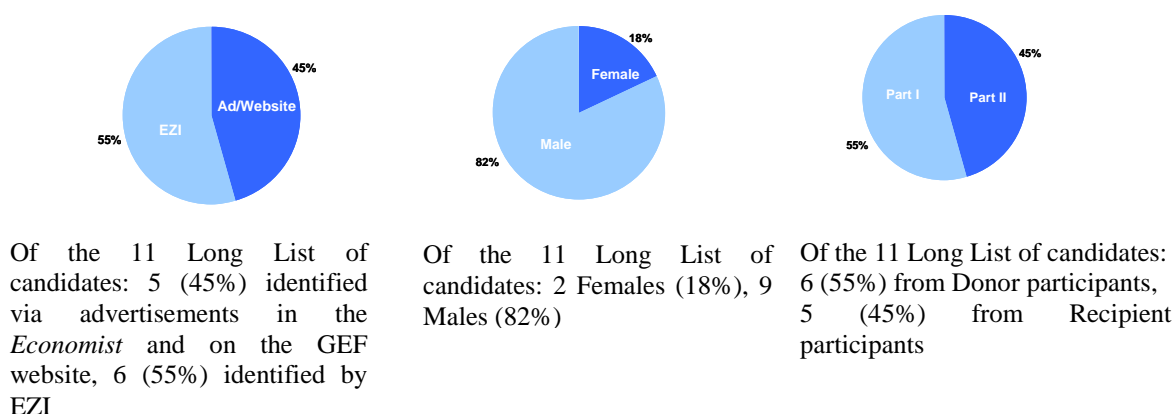
### Establishment of the Long List of Candidates

43. Tasked by the SRC on 10 January, 2012, EZI screened (orally only) the candidates on the First Cut List. The 37 candidates were measured both against an absolute benchmark (with respect to target competencies in the Role Specification) and relative to one another (with respect

to their distinguishing experiences). Additional probing areas were requested by the SRC: these included the extent of financial/fund management experience, leadership and influencing ability, climate finance and other negotiations experience, and motivation among others.

44. On 9 February, 2012, the SRC established the Long List comprising of 11 candidates. Figure 3 below presents the breakdown of the list by gender and geographical representation.

**Figure 3: Long List Diversity Snapshot**



## Establishment of the Short List of Candidates

45. To obtain further insights into these candidates' perspectives on the GEF, the SRC requested the 11 candidates to submit a short statement of their vision for the GEF.

46. The list and profile of these 11 individuals retained for further assessment coupled with an update of the SRC's work were sent to Council Members prior to consultations between them and the SRC that took place during the period from 10 February, 2012 to 2 March, 2012. In these consultations, each SRC member was assigned a set of Council Members whose views were obtained during telephone conversations.

47. At the SRC's request, the EZI team conducted videoconference interviews with and collected additional information on each of the 11 candidates on the Long List. This information helped the SRC identify differentiating features in the experiences and skills of these candidates.

48. The SRC established the Short List of candidates at the meeting on 12 March, 2012. The narrowing of the Long List (11 candidates) down to the Short List of six candidates was carried out on the basis of several considerations:

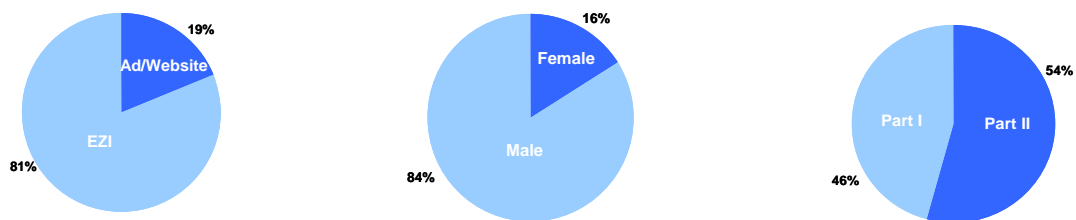
- (a) Results of probing conducted by EZI as well as EZI's further assessment of the candidates. These were contained in a report considered by the SRC;

- (b) Comparison among the 11 candidates; in depth analysis of strength and weaknesses of each candidate, on the basis of the criteria outlined in the Role Specification and also in light of the vision statements each had submitted;
- (c) Feedback from Consultations with Council Members. At the meeting, individual SRC members reported on the content and outcome of their consultations with the Council Members assigned to them.

49. On 26 March, 2012, the Chair of the SRC circulated to all the Council Members the names and profiles of the six Short List of candidates that were to be interviewed further.

50. The diversity snapshot of these six candidates is shown in Figure 4.

**Figure 4: Diversity Snapshot of the Short Listed Candidates**



Of the 6 Short List of candidates: 3 (50%) identified via advertisements in the *Economist* and on the GEF website, 3 (50%) identified by EZI

Of the 6 Short List candidates: 1 Female (17%), 5 Males (83%)

Of the 6 Short List of candidates: 4 (67%) from Donor participants 2 (33%) from Recipient participants

### **Selection of the Final List of Candidates**

51. The SRC conducted video interviews with each of the six Short List of candidates on March 28-29, 2012.

52. Between 12 April, 2012 and 4 May, 2012 the SRC members held consultations with Council Members and with the World Bank, UNEP, and UNDP on the six Short List of candidates.

53. On 8 May, 2012, the SRC narrowed down the list from six candidates to the three individuals on the Final List of candidates. The SRC's choice was guided by the performance of the candidates during the interviews against the set of criteria from the Role Specification of the



position, input received from the consultations as well as the thorough assessment of their candidacies previously undertaken.

54. The Chair of the SRC sent the names of the three candidates retained on the Final List to the Council Members on 9 May, 2012. In his message, the Chair emphasized the SRC's message that these selected candidates had best performed in their assessment using the criterion that the SRC set out in the Role Specification and that the work of the SRC would continue up until the end of the month of May 2012 when the ranking decision would take place after interviewing the final three candidates.

55. On 23 May, 2012, the SRC conducted interviews of the final three candidates in person in order to complete the process and determine a ranking in order of preference.

56. The SRC probed the candidates more in depth on their leadership competencies, strategic vision and knowledge of the GEF, specifically its role *vis a vis* the Conventions. Among other things, the SRC further probed candidates on their ability to forge consensus on controversial issues, asking for specific examples; on their opinion regarding the GEF's engagement with the private sector and civil society; on the issue of direct access and capacity building, improving project cycle management and finance.

## **VI. SRC Recommendation to the Council**

57. In fulfillment of its mandate as contained in Council document, GEF/C.35/9/Rev.2, *Recommendations Concerning Certain Appointment, Reappointment and Performance Objective Reviews Processes*, the SRC recommends to the Council the following three candidates, in order of preference, for the Council's final consideration and decision:

1. Ms. Naoko Ishii
2. Mr. Jules Kortenhorst
3. Mr. Ajay Mathur

58. Recalling the GEF tradition of nominating its CEOs by consensus, the SRC invites the Council to continue that tradition.

## **VII. Lessons Learned**

59. The full participation of the executive search firm was considered valuable by the SRC: it enriched the candidate pool through its outreach, ensured a thorough assessment and evaluation process, maintained a professional communication with candidates, provided insightful information through its reference network, and contributed to an adherence to industry standards. The SRC recommends the use of executive search firm in future GEF CEO/Chairperson searches.

60. The SRC noted great interest from and commitment of Council Members during the two consultations. They ensured the full integration of Council members' views in the SRC decision making.

61. The SRC noted that complementing the online/hard advertisement with direct solicitation of potential candidates contributed to the quality and diversity of the candidate pool. Therefore, the use of diverse outreach approaches is recommended.

62. Developing the Role Specification as a means of operationalizing the terms of reference for the GEF CEO/Chairperson, mandated by the Council at the beginning of the process proved extremely useful. It enabled the SRC to articulate clear selection criteria that were used to evaluate the candidates. Therefore, such a tool is recommended to guide any future GEF CEO/Chairperson selection process.

## **Annex 1: Process for the Appointment of the GEF CEO/Chairperson**

Since paragraph 21 of the GEF Instrument did not articulate a comprehensive process for the appointment or reappointment of the GEF CEO/Chairperson, the Council in June 2009 adopted the following process for appointing or reappointing the GEF CEO/Chairperson:

- (a) At the Council meeting at least six months prior to the expiration of the term of the CEO, Council decides either: (i) to reappoint the incumbent CEO, if another term is permitted; or (ii) to start the process for selection of a new CEO;
- (b) If a new CEO is to be selected, at the same Council meeting, the Council will approve a ToR for the position, the ToR for an independent consulting firm (executive search firm), and the budget to support the process. The SRC will oversee the recruitment process including the process for advertising the position;
- (c) An independent executive search firm will be selected by the Secretariat, using the ToR supplied by Council;
- (d) Position will be advertised. Furthermore, Council Members and participant governments may suggest candidates directly to the search firm;
- (e) Initial screening to prepare a list of all applicants meeting criteria/qualifications will be done by the outside consulting firm with advice of the Selection Committee. The firm will screen all applicants and recommend those who meet the criteria/qualifications specified in the TOR;
- (f) Selection and Review Committee prepares preliminary short list of up to ten candidates;
- (g) Selection and Review Committee to consult with Council Members on the preliminary short list;
- (h) Selection and Review Committee prepares a final short list of candidates to be interviewed, interviews candidates, and consults with Council Members;
- (i) Based on its interviews and consultations, the Selection and Review Committee, makes a recommendation to the Council of three candidates, in order of preference, for the Council's final consideration and decision;
- (j) The Council appoints the CEO at the Council meeting just prior to the expiration of the term of the incumbent CEO."

## **Annex 2: Budget**

The council approved a \$273,000 to reflect current costs for the recruitment, including the travel costs for the firm; and (ii) a line item for the travel costs associated with interviewing the short listed candidates. The breakdown is as follows:

<b>Contract</b> for recruitment services firm	\$200,000
(includes travel expenses)	
<b>Advertisement</b>	\$20,000
<b>Telecommunication</b> for audio/ videoconferencing	\$10,000
<b>Travel expenses</b> for short listed candidate interviews	\$43,000
<b>Total</b>	<b>\$273,000</b>

### **Annex 3: Terms of Reference for the CEO/Chairperson of the Facility**

#### **Description of the GEF**

1. The Global Environment Facility (GEF) is a multilateral financial mechanism created in 1991 to forge international cooperation and to provide grant and concessional funds to recipient countries for projects and activities to, intra alia, support the objectives and priorities of the multilateral environmental agreements that address biodiversity loss, climate change, and degradation of international waters, land degradation, ozone depletion and persistent organic pollutants within the framework of sustainable development. GEF is open to universal membership, and currently 182 countries are members.
2. The GEF is governed by a Council comprising 32 Members appointed by constituencies of GEF member countries. An Assembly of all member countries meets every four years at the ministerial level. The GEF Trust Fund is replenished every four years.
3. GEF is the designated financial mechanism for three international conventions: the United Nations Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the Stockholm Convention on Persistent Organic Pollutants (POPs). GEF financing also supports countries to meet the objectives of the Convention to Combat Desertification.
4. Since its inception as a pilot facility in 1991, GEF has committed \$9.2 billion in grants to over 2700 projects in more than 165 developing countries and transitional economies.
5. GEF operations are implemented through a partnership of the United Nations Development Programme, the United Nations Environment Programme, and the World Bank.
6. The GEF is administratively supported by, but is functionally independent of, the World Bank.
7. Ten agencies are principally accountable for the execution of GEF projects: the U.N. Development Programme (UNDP), U.N. Environment Programme (UNEP), the World Bank (IBRD/IFC), the African Development Bank (AfDB), the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Food and Agriculture Organization of the United Nations (FAO), the Inter-American Development Bank (IDB), the International Fund for Agricultural Development (IFAD), and the U.N. Industrial Development Organization (UNIDO).
8. The GEF Secretariat itself, construed for administrative purposes as a VPU within the World Bank, has an annual administrative budget of about \$20 million, and a staff complement of professional and ACS staff of approximately 100 people.

## **Job Content**

9. The broad responsibilities of the GEF CEO/Chairperson are to:

- (a) lead the Council in developing, adopting and evaluating the operational policies and programs for GEF-financed activities that respond, intra alia, to the objectives and priorities of the global environmental conventions and agreements;
- (b) provide leadership in shaping strategic directions of the GEF and strengthening collaboration at the highest levels with GEF member countries and partners;
- (c) manage the functions assigned to the Secretariat including:
  - i. implementing Council and Assembly decisions.
  - ii. implementing operational policies.
  - iii. ensuring the adequacy of arrangements with the Implementing Agencies.
  - iv. co-ordinating with the Secretariats of other relevant institutional bodies.
- (d) promote collaboration and communication with and among the GEF Agencies, as well as promote cooperation with other bodies to advance the objectives of the GEF.

10. In exercising these responsibilities, the CEO/Chairperson represents the GEF and its Council in global for a for sustainable development and the environment, and leads the interaction with different Secretariats of the global conventions. The CEO/Chairperson is accountable to the Council for guiding the Secretariat and for ensuring its overall performance.

## **Selection Criteria**

11. Strong professional background and work experience broadly in the field of environment and development, including thorough knowledge and substantial experience in dealing with global environmental issues, multilateral environmental agreements, and international development assistance organizations.

12. Demonstrated political judgment and internationally recognized ability to bring strong strategic thinking and other qualities needed for effective leadership in international governance structures such as the GEF Council as well as in the international fora for environment and sustainable development.

13. Excellent managerial and communication skills for leading and managing the diverse and multi-sectoral staff of the GEF Secretariat keeping in mind the ultimate objective of effective program implementation.

## **Annex 4: Terms of Reference for Executive search firm**

### **Background**

The Global Environment Facility (GEF) is a multilateral financial mechanism created in 1991 to finance the agreed incremental costs of measures to achieve global environmental benefits. The GEF operates under the direction of a Council composed of 32 Members representing constituencies of governments, which is ultimately responsible for appointing the GEF CEO. The term of the current CEO/Chairperson of the GEF expires on July 31, 2012. The GEF Council has authorized its Selection and Review Committee (SRC) to oversee the recruitment process of a new CEO/Chairperson and to engage an executive search firm to assist the SRC throughout the process. The SRC Secretary will support the SRC in its effort to select an executive search firm and throughout the process, as directed by the SRC and the Council.

### **Qualifications**

- (a) The firm must have demonstrated experience in working with international public and private and multilateral organizations;
- (b) The firm must have the ability to advise on a selection process for senior executives within the context of a competitive and transparent process;
- (c) The firm must be knowledgeable about the skill-set required to manage an institution involved in environmentally sustainable development and international development assistance.

### **Activities to be Undertaken by the Firm under the Direction of the SRC**

#### **Phase I- Initial Response List to First Cut List**

- (a) Assist in developing the advertisement copy;
- (b) Schedule and attend two search kick-off meetings: Search Firm and SRC (via videoconference);
- (c) Ensure that the “net is cast widely” in order for the search to attract the most suitable candidates for the job;
- (d) Engage in background discussions with several GEF partners;
- (e) Set-up advertising responses and applications/expressions of interest. Undertake best efforts.
- (f) Undertake best efforts and use all the tools at their disposal to identify other potential candidates, including by advertising in appropriate media and soliciting



ideas from current and former Council Members, current and former GEF CEOs, and others who might be able to recommend people;

- (g) Review all advertisement applications, applications or names forwarded through governments or the GEF Agencies, as well as individuals identified through efforts of the search firm;
- (h) Identify applicants who do not merit further consideration, establish First Cut List of 15-25 candidates. Where necessary, gather appropriate background information (that can be gathered without contacting the potential candidate) on the 15-25 candidates.

## **Phase II- First Cut List to Shortlist**

- (a) Present list of every individual considered by the search firm, as well as information on the First Cut List candidates to the SRC including available background information;
- (b) Assist SRC to establish a Long List of candidates (approximately 10) that will be evaluated further;
- (c) Informally evaluate and assess all individuals on Long List, including referencing, interviews via telephone, videoconference, or in person (where appropriate) and other means;
- (d) Assist SRC to establish a Short-list of 5-6 candidates to interview;
- (e) Formally inform all applicants who do not merit further consideration, as well as Short-list candidates of their status via telephone, e-mail or regular mail, as appropriate.

## **Phase III- Shortlist to Finalist**

- (a) Facilitate SRC interviews of Short-list candidates;
- (b) Debrief Short-list candidates and provide SRC with relevant feedback;
- (c) Conduct appropriate reference checks and, if requested by SRC, further screening on all Short-list candidates and present SRC with verbal and written comments;
- (d) Meet with SRC to discuss relevant reactions to Short-list candidates. Advise SRC as it prepares its recommendations of candidates to the GEF Council;
- (e) Formally inform all First Cut List and Short-list candidates of their status via telephone, e-mail or regular mail.

## **Assurance of Impartiality and Transparency**

The firm will be aware as it performs its duties of an SRC protocol to avoid bias or the appearance of bias in the CEO selection process. A bias or perception of bias could arise when the personal interests of an SRC member interfere or have the potential to interfere in any way with the interests of GEF, such as when an SRC member takes actions or has interests that make it difficult to perform his or her work objectively and impartially, or when a SRC Member intentionally takes actions that result or could result in benefits to that SRC Member.

- (a) SRC Members shall avoid any situation involving an actual or apparent bias or personal benefit in the review and selection of the candidates.
- (b) Any SRC member may nominate a candidate. All nominations should be sent by email directly to the firm for processing, with a copy to the SRC Chair and Secretary. If a candidate nominated by an SRC member is discussed at an SRC meeting or between SRC members, the nominating SRC member should disclose to the other SRC member(s) the fact that he/she nominated that candidate. To protect the objectivity of the process, the nominating SRC member should withhold comments until other members have spoken.
- (c) If there exists any other reason why an SRC member could have or appear to have a personal interest in, or could receive or appear to receive a benefit from, the successful candidacy of any candidate under consideration, the SRC member in question should disclose to the other SRC member(s) this fact. To protect the integrity and impartiality of the process, the SRC will determine how best to address the potential for bias or the appearance of bias among its members, and may decide to request the SRC member in question to withhold comments until other members have spoken or even to recuse his or her self from the deliberations on that candidate, among other options.

### Annex 5: SRC workplan

Activity	Proposed Dates	Form of Communication
1. Introductory meeting with EZI	8 November 2011	-
2. SRC Report to the Executive session of the Council	10 November 2011	-
3. Review of applications for GEF CEO position	15 December 2011	No teleconference scheduled. EZI will be sending a Status Report of applications via Email.
4. Discussion with EZI on First Cut List of candidates	10 January 2012	Video Conference
5. Meeting with EZI to prepare Long List of candidates (approximately 10)	9 February 2012	Video Conference
6. Consultation with Council members on Long List of candidates	10 February 2012 to 9 March 2012	SRC members to call each Council Member on the basis of a cover note/short Bio of potential candidates sent to council member prior to consultation date.
7. Meeting with EZI to prepare Short List of 5-6 candidates	12 March 2012	Video Conference
8. Interviews with Short List candidates of 5-6 candidates	28 March 2012 and 29 March 2012	Via Video Conference  EZI to participate to assist in drafting of the report  EZI to prepare a full Report of interview with candidates.

9. Consultation with Council on Short List candidates. Consultations to include World Bank, UNDP and UNEP	12 April 2012 to 4 May 2012	SRC members to call each Council Member.
10. SRC Meeting to finalize recommendations	8 May 2012	Video Conference.
11. SRC to conduct interviews of final 3 candidates (After conducting interviews, SRC members to discuss and rank the final 3 candidates)	23 May 2012	EZI to participate to assist in drafting of the report
12. SRC to finalize Report on Final Selection of candidates to be sent to Council members	25 May 2012	Report to be sent to each Council member via Email
13. SRC Meeting prior to Council meeting	4 June 2012	In person
14. Report to 42 <sup>nd</sup> Council meeting (Recommendation to Council of 3 candidates, in order of preference, for Council's final consideration and decision)	7 June 2012	In person

## **Annex 6: Role Specification for the Position of CEO and Chairperson of the Global Environment Facility**

### **THE ORGANIZATION**

The Global Environment Facility (GEF) was established in October 1991 as a \$1 billion pilot program in the World Bank to assist in the protection of the global environment and to promote environmental sustainable development. The GEF would provide new and additional grants and concessional funding to cover the "incremental" or additional costs associated with transforming a project with national benefits into one with global environmental benefits.

The United Nations Development Programme, the United Nations Environment Program, and the World Bank were the three initial partners implementing GEF projects.

In 1994, at the Rio Earth Summit, the GEF was restructured and moved out of the World Bank system to become a permanent, separate institution. The decision to make the GEF an independent organization enhanced the involvement of developing countries in the decision-making process and in implementation of the projects. Since 1994, however, the World Bank has served as the Trustee of the GEF Trust Fund and provided administrative services.

An independent financial organization, the GEF provides grants to developing countries and countries with economies in transition for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. These projects benefit the global environment, linking local, national, and global environmental challenges and promoting sustainable livelihoods.

Today, the GEF is the largest funder of projects to improve the global environment. The GEF has allocated \$10.7 billion, supplemented by more than \$50 billion in co-financing, for more than 2,900 projects in more than 165 developing countries and countries with economies in transition. Through its Small Grants Programme (SGP), the GEF has also made more than 13,000 small grants directly to civil society and community based organizations, totaling \$634 million.

The GEF partnership includes 10 agencies: the UN Development Programme; the UN Environment Programme; the World Bank; the UN Food and Agriculture Organization; the UN Industrial Development Organization; the African Development Bank; the Asian Development Bank; the European Bank for Reconstruction and Development; the Inter-American Development Bank; and the International Fund for Agricultural Development. The Scientific and Technical Advisory Panel provides technical and scientific advice on the GEF's policies and projects.

The GEF also serves as financial mechanism for the following conventions:

- Convention on Biological Diversity (CBD)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Stockholm Convention on Persistent Organic Pollutants (POPs)
- UN Convention to Combat Desertification (UNCCD)

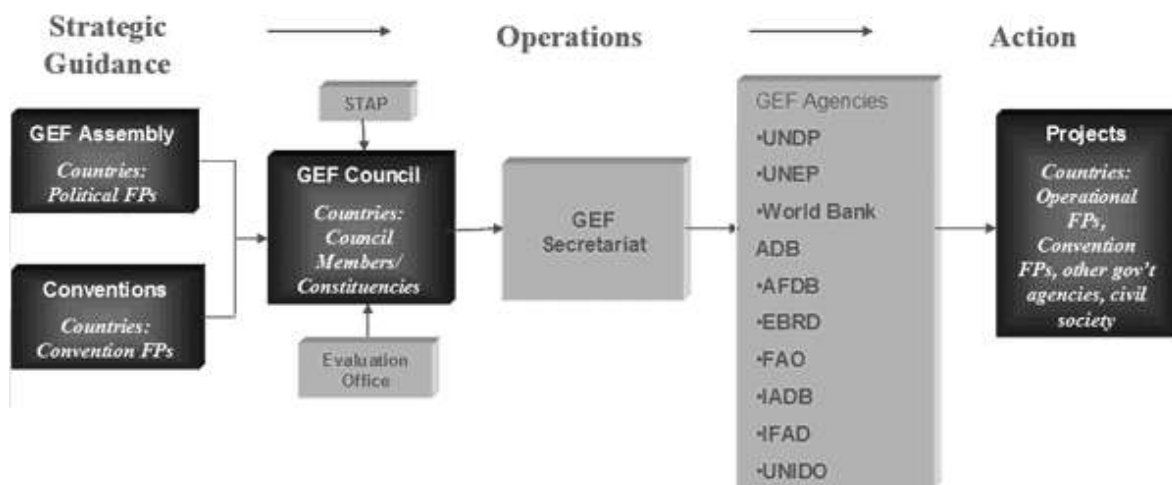
The GEF, although not linked formally to the Montreal Protocol on Substances That Deplete the Ozone Layer (MP), supports implementation of the Protocol in countries with economies in transition.

For more information, please see [www.thegef.org](http://www.thegef.org).

## THE POSITION

The GEF operates under the direction of the GEF Council, which is composed of 32 Members representing constituencies of governments and is ultimately responsible for appointing the GEF Chief Executive Officer and Chairperson of the GEF (the “CEO”). The term of the current CEO expires on July 31, 2012. The GEF Council has authorized its Selection and Review Committee (SRC) to oversee the recruitment process of a new CEO/Chairperson, who will both operatively lead the organization and raise the profile of the GEF, positioning it with strong political support and aligned stakeholders for future challenges.

The GEF Secretariat itself, construed for administrative purposes as a VPU within the World Bank, has an annual administrative budget of about \$20 million, and a staff of approximately 100 people. The organization structure is as follows:



As the leader of the largest international initiative to address global environment issues, The GEF CEO must lead the Council in:

- **Strategy Development.** The CEO will build upon the GEF’s accomplishments to date, further strengthening GEF relevance and profile and cooperate with the World Bank acting as Trustee for the GEF in the negotiations for the sixth replenishment of the GEF. This is especially important given the following two trends: first, the emerging role of new funds which creates the need to define the GEF’s position in the global environmental funding architecture in line with guidance from the environmental Conventions the GEF serves as a financial mechanism; and second how to handle the demand for increased country ownership of GEF programming and direct access to national and regional agencies which execute projects.
- **Operational Management** He/she will lead the development, adoption, and monitoring of the operational policies and programs for GEF-financed activities that respond, inter alia, to the objectives and priorities of the global environmental conventions and

agreements. He/she will provide oversight and leadership for the content of GEF's work; effectively lead the day-to-day operations with support from the GEF management officers. He/she will oversee annual budgeting, programmatic planning, and evaluation of GEF's efficacy through sensible interpretation of quantitative and qualitative output; report to the GEF Council on the on-going progress of GEF's work program; and report to the GEF Assembly on progress toward meeting GEF's overall strategic goals. The CEO will also foster increasing country ownership of (and accountability for) initiatives and streamlined GEF processes.

- **Relationship Development** The CEO will develop and sustain high-level relationships with key developed and developing country governments, and other key stakeholders to ensure the effectiveness and impact of GEF's work. Specifically, the CEO will build a compelling narrative to engage donors in the sixth replenishment of the GEF Trust Fund; oversee the administration of the other funds for which the GEF serves as Secretariat (LDCF, SCCF, NPIF, and the Adaptation Fund); build the foundation for new instruments that leverage public financing to engage private investment; manage existing and create new partnerships with top quality global and local institutions, including the GEF Agencies, that provide GEF with access, knowledge, and co-financing; identify new potential donors and raise funds to support further growth; ensure the long-run financial viability of GEF; and manage dialogue with civil society.

In exercising these responsibilities, the CEO not only globally represents the GEF and its Council as it relates to sustainable development and the environment, but also leads the interaction with different Secretariats of the global Conventions. The CEO/Chairperson is accountable to the Council for the performance of the Secretariat.

## **CANDIDATE PROFILE**

In addition to bringing substantive experience in multi-stakeholder leadership, the ideal candidate will have demonstrated competency and passion for environmental and social issues in their prior career and view the global environment as a critical issue for sustainable development. Fund raising experience and exposure to the work of the global environmental conventions is a plus.

The successful candidate will demonstrate:

### *1. Leadership*

- Superior communication skills including advanced public speaking and media capabilities
- Proven success as a senior leader in high-impact non-profit, governmental, multilateral, academic, or private sector organization
- Excellent leadership and interpersonal skills; ability to work effectively with and lead professionals at all levels of the organization by empowering them to take risks and act courageously

### *2. Strategy and Vision*

- Experience formulating innovative strategies from concept through funding and execution
- Excellent communicator who listens but at the same time can be firm, persistent and can inspire. A strong facilitator and negotiator.
- International reputation and network in the field of economic development, including credibility and experience working in developing and emerging countries

### *3. Organizational and Cultural Sophistication*

- Experience forging relationships with high-level government officials in the developed and developing world and forming diverse coalitions among government agencies, multi-lateral institutions, private sectors entities, and civil society organizations
- Experience relating to Boards of Directors and managing stakeholder relationships, on potentially contentious issues
- Demonstrated success working in a global setting with teams and operations across multiple locations and time zones

### *4. Understanding of Finance*

- Experience and strong understanding of financial management evidenced by experience in leading his/her organization or managing fund raising activities.
- Experience in managing budget, financial planning and project control, and investment monitoring, being accountable of the financial results and performance and driving operational efficiency.
- Understanding and experience of large funds or trust fund.

In addition to the above and reflective of the international multi-stakeholder environment of the GEF partnership, the candidate must be fluent in written and spoken English and ideally bring a spectrum of cultural and linguistic experience.

Key competencies of the executive include:

### **Results-Oriented Change Leadership**

The successful candidate must have strong leadership and management qualities so as to gain the confidence and trust of individuals internal and external to the GEF and its stakeholders. A mature and pragmatic doer, he/she must be able to both lead and empower cross-functional, geographically dispersed teams representing multiple stakeholders. The executive will be someone has demonstrated effective management skills with a track record of successfully tackling challenging projects in environments that are complex due to their broad geographical and cultural reach.



### **Cultural and Strategic Breadth**

The ideal candidate must have a global perspective with respect to GEF's global focus and be prepared to apply appropriate standards in the markets around the world. The selected candidate will leverage a passion for environmental issues to advance the agenda of the GEF. Reflecting the complexity of these processes, the ideal candidate will have displayed patience, resilience and flexibility in dealing with other people, cultures, legal systems and regulatory environments, preferably in a spectrum of international settings. As an ambassador for the GEF brand and a guardian of its reputation, the ideal candidate will be comfortable defining the key strategic priorities for GEF's agenda.

### **Influencing and Interpersonal Skills**

The ideal candidate must possess strong communication capabilities and have a broad team orientation. He/she must have the ability to influence and work effectively with cross-functional executives across a large and complex organization, credibly influencing internal and external stakeholders through the application of diplomacy to bridge conflictive interests within the GEF partnership as well as deep subject knowledge. Leveraging excellent interpersonal skills, he or she will be a persuasive oral and written communicator driven to collaborate effectively with the heads of business generation and the primary functional groups as well as with senior management and the corporation's board. In this role, he or she will be motivating other stakeholders to buy into and embrace environmental strategies aligned with the brand and positioning of the GEF.

In addition, the ideal candidate must have a career characterized by steady increases in responsibility and must be highly credible and able to inspire confidence. He/She will be a self-motivated, enthusiastic individual who demonstrates a high degree of personal integrity, honesty, and respect for others as shown through strong personal values as well as consistency between words and actions.

### **LOCATION**

The CEO of the GEF will be based at the organization's headquarters in Washington, DC.

## Annex 7: Selection Criteria

<b>Category:</b>	<b>Description:</b>
<b>Leadership</b>	Communication skills
	Track record of success in high impact organization
	Interpersonal skills to lead
<b>Strategy and Vision</b>	Experience formulating and executing strategies
	Excellent Communicator, strong facilitator and negotiator
	International Reputation & network in economic development, including developed and developing countries
	Competency and passion for environmental and social issues, including work of global environment conventions
<b>Organizational and Cultural Sophistication</b>	Experience forming diverse coalitions with government, civil society, and multilaterals
	Experience with managing stakeholder relationships, including Boards of Directors
	Fluent in written/ spoken English + other language(s)
<b>Understanding of Finance</b>	Financial Management, including fund raising
	Budget management, including driving operational efficiency
	Experience with large funds or trust funds