

64th GEF Council Meeting
June 26 – June 29, 2023
Brasilia, Brazil

REPORT OF THE SELECTION AND REVIEW COMMITTEE

Recommended Council Decision

The Council notes with regret that Mr. Uitto's term as Director of the Evaluation Office finishes on April 2024. In order to ensure a smooth transition, his successor will need to be appointed by the GEF Council, preferably at its second session in 2023.

Having reviewed the Report of the Selection and Review Committee (Document GEF/C.64/15), the Council:

- (i) Agrees to launch the recruitment process for the Director of the Evaluation Office as soon as possible, based on the attached terms of reference, and in accordance with the recommended "hybrid" process;
- (ii) Takes note of the estimated costs of the recruitment process for the Director of the Evaluation Office, and approves a budget of US\$50,000 for the Special Initiative to complete the recruitment of a new Director of the Evaluation Office;
- (iii) Takes note of the FY23 mid-term assessment for the IEO Director and the GEF CEO and, recalling its decision 42/2022, requests the SRC to present the performance evaluations of the GEF CEO and IEO Director for the Council's review at its 65th meeting.

INTRODUCTION

1. This document presents to the Council the proposed process for hiring a new Director for the Independent Evaluation Office, noting that the term of the current Director, Mr. Juha Uitto, will end in April 2024. Finally, the document reports the advance on the FY23 goals for both the GEF CEO and the Independent Evaluation Office Director, as they have been shared with the SRC.
2. The SRC makes these recommendations and updates in view of its mandate, which since its establishment in 2009 has been to “oversee the process for appointing and reappointing the GEFCEO/Chairperson and the Evaluation Office Director and for conducting their performance objective reviews.”

PROPOSED RECRUITMENT PROCESS FOR THE NEW DIRECTOR OF THE INDEPENDENT EVALUATION OFFICE

3. The final term of the current IEO Director, Juha Ilari Uitto, will conclude in April 2024. Consistent with the SRC's mandate to “oversee the processes for appointing the Director of the GEF Independent Evaluation Office”, the SRC based on inputs from the World Bank Human Resources Department and the Director of the Independent Evaluation Office has developed Terms of Reference for the upcoming vacancy (Annex 1).
4. The SRC has also been considering a number of options for the appointment process for the new IEO Director. Three alternative options were examined in detail:
 - (a) *Relying entirely on the World Bank's usual process for managerial recruitment.* In this option, the process would be run entirely by the World Bank Human Resources Development - Talent Acquisition (HRDTA). In this option, HRDTA would advertise the vacancy on the World Bank's website internally and externally. HRDTA would carry out the screening to identify candidates who meet the minimum requirements and determine the shortlist based on an assessment of the candidates against the Terms of Reference. Shortlisted candidates would be interviewed by a panel composed of World Bank staff. The selected candidate would be selected by the panel and submitted to the World Bank Board for clearance on the basis of No Objection.
 - (b) *Fully outsourcing the process to an external search firm,* which would screen and identify a pool of candidates for consideration by the SRC. The vacancy would be advertised by the search firm on print and electronic platforms. The search firm would carry out the screening to identify candidates who meet the minimum requirement and determine the shortlist based on an assessment of the candidates against the Terms of Reference. Shortlisted candidates would be interviewed by the SRC and a final candidate would be submitted to GEF Council for approval.
 - (c) *A hybrid model,* in which HRDTA conducts the search subject to SRC oversight and approvals at key stages in the process, as follows: HRDTA would advertise the vacancy on

the World Bank's website internally and externally, in professional evaluation networks, and in a few strategic print and electronic platforms, to be determined. Screening and shortlisting would be carried out as in option (a), but the shortlist would be cleared by SRC. Shortlisted candidates would be interviewed by a panel which in addition to relevant evaluation experts from for example the World Bank's Independent Evaluation Group and/or UNDP's Evaluation Office would include representation from the SRC. The Panel would present a prioritized list for consideration by the full SRC. After a review of the prioritized list, the SRC would recommend one candidate to the GEF Council for approval.

5. The SRC recommends that option (c) --the "hybrid" process-- be followed for the appointment of the new Director for the Independent Evaluation Office. The SRC's recommendation is based on several considerations, including:
 - (i) *Consistency with the Council's decisions* regarding the SRC's role in the appointment: In the SRC's view, option (a) is not consistent with the Council's decision, since the SRC effectively would have no oversight of the process. By contrast, the SRC is of the view that both options (b) and (c) would provide the SRC with sufficient oversight.
 - (ii) *Financial cost for the GEF*: While options (a) and (c) will have relatively modest financial costs (see paragraph 6, below) for the GEF, the costs for option (b) can be large (possibly more than US\$200,000 following estimates of the last recruitment process).
 - (iii) *Practical aspects*, including the time commitment needed by the SRC members: Option (b) would require a very significant time commitment of the SRC, both in terms of the supervision of the search firm, and in the interview process. While option (c) would also require substantial inputs from the SRC at key stages in the process, it is the SRC's view that overall option (c) is much more practical and manageable for the SRC.
6. In terms of costs, HRDTA estimates that the advertisement costs for option (c) would amount to approximately US\$30,000 if the Council decides to advertise the position beyond the available World Bank network. Additionally, the SRC considers that it is appropriate to allocate a total budget of up to US\$50,000 for any eventuality that may arise during the recruitment process for the IEO Director.
7. Subject to the Council's approval of the recommended process, the SRC would work with the HRDTA to initiate the process as soon as possible to ensure a smooth transition in the position of Director of the Independent Evaluation Office.

FY23 MID-TERM PERFORMANCE ASSESSMENT OF THE GEF CEO AND OF THE INDEPENDENT EVALUATION OFFICE DIRECTOR

8. The SRC is responsible for carrying out the GEF's CEO and the IEO's Director performance assessments regarding the efficiency and efficacy of the activities conducted during FY23. This mid-term performance assessment is based on interviews conducted both with the GEF's CEO and IEO's Director regarding the agreed objectives that had been set for FY23, and their written

self-assessments submitted to the SRC.

FY 2023 MID-TERM PERFORMANCE ASSESSMENT FOR THE GEF CEO

9. The SRC has discussed the CEO's mid-term performance assessment with the CEO based on the agreed goals that had been set for FY 2023, the IMPACT managerial assessment report, and the written self-assessment submitted by the CEO to the SRC.
10. The SRC assesses that the CEO has achieved substantial progress in the goals set out for FY 2023. Of particular interest, the SRC emphasizes the following:
 - (a) Delivered his objective in the strategic positioning of the GEF to make it a partner of choice. This includes the unanticipated request by the CBD/COP15 to establish the new GBF Fund.
 - (b) Focussed on the delivery of the GEF8 pledge and the first major work program, with extensive consultations across nations, regions, and other stakeholders.
 - (c) Awareness of the significant pressures on Secretariat staff in respective of high-workloads and long hours, and the need to quickly move forward on the restructuring of the Secretariat to ensure the appropriate level of HR systems and support are set in place to support the staff.
 - (d) Intensified discussions with MDBs in various fora, to potentially capitalize additional funds, especially from the private sector.
 - (e) Significant progress has been made through the CEO's leadership to engage with the private sector directly, collect, and aggregate data, understand obstacles, and devise ways of revising processes of the GEF to enhance effectiveness and impact in this regard.
 - (f) In all the above areas the CEO demonstrated excellent leadership.

FY 2023 MID-TERM PERFORMANCE ASSESSMENT FOR THE IEO DIRECTOR

11. The SRC has discussed the IEO's Director performance assessment with him based on the agreed goals that had been set for FY 20223, the IMPACT managerial assessment report, and the written self-assessment submitted by the IEO's Director to the SRC.
12. The SRC assesses that the IEO's Director has achieved substantial progress in the goals set out for FY 2023. Of particular interest, the SRC emphasizes the following:
 - (a) Delivered the crucial responsibility to develop an evaluation work program for the GEF-8 replenishment, which will culminate in the presentation of the 8th Comprehensive Evaluation of the GEF (OPS8) to the Council and Replenishment participants in autumn 2025.
 - (b) An OPS8 approach paper is being worked on and will be presented to the Council for approval in its spring 2024 meeting. This will be of particular relevance to ensure a smooth

transition with the upcoming Director of the IEO.

- (c) Overall, the evaluation work program is on track with 2 evaluations presented in December 2022 and 3 to be presented in June 2023.
- (d) Evaluating integrated approaches in the framework of the GEF-8 rollout has been a key effort, and support was provided to guide the GEF Agencies in evaluating the Integrated Programs.
- (e) Different efforts were implemented to ensure the IEO remains present in international evaluation fora and close coordination with other evaluation units of institutions such as the GCF and the Adaptation Fund, as GEF agencies such as UNDP, UNEP, and IFAD.
- (f) Excellent leadership demonstrated by developing an evaluation work program for GEF-8 with aims at responding to the increased emphasis on integrated approaches, their implementation, and their potential results.

**The Global Environment Facility
Director of the Independent Evaluation Office
Terms of Reference**

Background / General Description

The Global Environment Facility (GEF) is a financial mechanism that provides grant and concessional funds to recipient countries for projects and activities to protect the global environment. The governance structure of the GEF includes an Assembly, a Council, a Secretariat, a Scientific and Technical Advisory Panel and an Independent Evaluation Office. Projects financed by the GEF are implemented by eighteen GEF Agencies. GEF is open to universal membership, and currently 185 countries are members. A Council comprising 32 Members appointed by constituencies of GEF member countries governs the GEF. An Assembly of all member countries meets every four years at the ministerial level.

GEF is designated as a financial mechanism for several international environmental conventions: the Convention on Biological Diversity, the UN Framework Convention on Climate Change, the Stockholm Convention on Persistent Organic Pollutants, the Minamata (Mercury) Convention and the UN Convention to Combat Desertification. Furthermore, it provides support on international waters issues. Since its inception as a pilot facility in 1991, GEF has committed over \$22 billion in grants and mobilized \$120 billion in co-financing for more than 5,000 national and regional projects. Available funding for GEF activities 2022 to 2026 is \$5.33 billion (8th replenishment period). The amount approved for the eighth replenishment is the highest of all previous since 1991¹.

Context of the Independent Evaluation Office

¹ Global Environment Facility (2023). GEF Introduction Seminar.

The Independent Evaluation Office (IEO) is an independent unit within the GEF. The Director of the Office reports directly to the governing Council of the GEF, which decides on the IEO work program and budget and oversees IEO's work. The IEO's mission is to enhance global environmental benefits through excellence, independence, and partnership in evaluation.

The IEO is directly responsible for independently evaluating the GEF's efficiency, effectiveness, relevance, impact and sustainability. The IEO prepares the overall evaluation policy for the GEF to be endorsed by the Council; sets the minimum requirements for evaluation in the GEF partnership, sets an evaluation agenda for approval by the Council, validates the terminal evaluations of projects and programs by Agencies, conducts a broad spectrum of independent evaluations and shares evaluative evidence within and outside the GEFs. The role and responsibilities of IEO and other partners in evaluation are fully described in the GEF Evaluation Policy, which was approved by the Council in 2019².

The IEO team is made up of 19 staff in different categories, working in five teams, with an annual budget of more than \$7 million. The Council reviews, discusses and approves the four-year work plan and budget of the Office for a replenishment period, which includes the Comprehensive Evaluation of the GEF, which informs the next replenishment period.

The position will become vacant in April 2024. Consistent with the GEF Evaluation policy and the GEF ethical guidelines for M&E for the avoidance of conflict of interest in independent evaluation, the position will be offered on the basis of a 6-year term. The Director can only be removed by decision of the Council. The Director is ineligible for (re)employment in the GEF or in the GEF units of GEF Agencies.

Duties and Accountabilities

General

The IEO Director is directly accountable to the GEF Council on evaluation matters, including the evaluation program and budget of the Office. Furthermore, the Director reports directly to the Council on all other matters related to the functioning of the Office, including human resources and technical and administrative issues. The Office operates independently within the general context of service agreements between the GEF CEO (on behalf of the GEF Secretariat) and the World Bank in its role as administrative host of the GEF.

The Director's performance is appraised annually by the Selection and Review Committee (SRC) of the GEF Council. The Director submits a self-assessment and performance related goals to the SRC and discusses these with the SRC, which on this basis formulates a proposal to the GEF Council for a performance related salary adjustment within the salary framework of the World Bank.

Specific

The functions and responsibilities of the IEO over which the Director will have accountability are as follows.

² https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C56_02_GEF_Evaluation_Policy_May_2019_0.pdf

1. Implementation of the strategic direction and oversight provided by Council in the:

- Preparation and drafting (or updating) of the GEF Evaluation policy for GEF Council decision.
- Preparation and drafting of four-year work plans for replenishment periods and annual work programs and budgets for Council decisions.
- Provision of individual evaluation reports and annual summary reports on findings and recommendations from evaluation streams, including follow-up of evaluation findings and recommendations.
- Arrangement of special meetings with Council members, when appropriate and necessary.

2. Providing overall direction in the management of resources as follows:

- Preparation of plans and work programs covering methodology development as well as evaluations at the portfolio, program, strategy, and overall GEF level.
- Ensuring sound budgeting and resources management in evaluations and operations of the Office, in line with World Bank rules and procedures.
- Implementing the work program and managing its component activities within budget, staff and time constraints.

3. Management and Coordination of Staff and Team Performance:

- Responsible for the recruitment, hiring, and retention of the most qualified professional candidates for the IEO, while fostering and developing a culturally diverse workplace.
- Assignment of evaluation tasks.
- Managing IEO staff and coordinating the inputs of GEF Secretariat, STAP and GEF Agencies and other stakeholders on evaluation issues.
- Monitoring team performance; appraise staff and provide timely constructive feedback, to develop and foster professional excellence.
- Clarifying performance expectations through Results Agreements, assessing strengths and development needs of individual staff through Development Action Plans.
- Providing coaching and mentoring for IEO staff; recommending suitable training as appropriate.
- Maintaining open communication, fostering teamwork and resolving conflict within the IEO and across stakeholders.

4. Strengthening Institutional Relationships:

- Between the GEF and its member countries, the Secretariat, the GEF Agencies, STAP, and other key stakeholders on M&E matters.

- Cooperating with the evaluation units in the GEF Agencies, and working with as the GEF Secretariat and Agency GEF coordinating units, ensuring that the M&E practices of these agencies are in accordance with the GEF Evaluation policy and M&E minimum standards.
- Collaborating with evaluation units of other Multilateral Climate and Environment Funds (including the GCF and Adaptation Fund), the professional evaluation networks of the UN, International and Regional Evaluation Associations (such as the International Development Evaluation Association), and the International Financial Institutions, to ensure the IEO continues to follow best international practice.

5. Feedback and Knowledge Management:

- Ensuring feedback of evaluation results into the decision-making processes in the GEF at policy, strategy, program and project levels.
- Tracking and reporting follow-up on all evaluation related decisions of the GEF Council through the Management Action Records.
- Participating in the development and maintenance of a comprehensive GEF knowledge management system based on evaluation findings and lessons.
- Ensuring active communities of practice through social media on evaluation and on environmental issues, for example through Earth-Eval (www.eartheval.org) which is hosted by IEO.

Selection Criteria

a. Qualifications

- Strong record in providing management and intellectual leadership of evaluation offices or units, the successful candidate will typically have at least 15 years of relevant management experience in evaluation, research, policy formulation, etc., including at least 5 years as evaluation manager.
- An advanced degree (Ph.D. preferred or Masters) in a relevant area of expertise such as Evaluation, Social Sciences, Economics, Climate Change, Development, Environmental or Natural Sciences or similar fields.
- Recognized internationally as a leader in evaluation.
- Strong analytical aptitude, with substantial background and direct experience in evaluation and relevant analytical work.
- Sound knowledge and understanding of operational strategies, processes and instruments of the GEF partnership.
- A track record of independent and objective judgment; must demonstrate the ability to focus evaluations on both accountability and learning and have the skill to formulate higher level evaluative judgments and recommendations with a problem-solving perspective.
- Knowledge and experience with public and private sector interventions.

- Knowledge and communication abilities in environmental evaluation, as evidenced by participation in international conferences, publications and/or training.
- Excellent teamwork and interpersonal skills, with the ability to operate collaboratively across organizational boundaries.
- Highly developed communication and diplomatic skills, able to function effectively at the highest-levels in a multi-cultural setting and have a track record of building and maintaining partnerships with governing bodies, management and a wide variety of stakeholders.
- Proactive, inclusive and innovative, with an open and collegial work style, and the ability to listen and integrate ideas from divergent views.
- Demonstrated management skills in leading a complex and diverse team and demonstrated capabilities to mainstream gender perspective throughout the IEO's work.
- Experience in, or working with, developing countries on environmental issues.
- Willingness to travel internationally to represent the Office.
- Complete fluency in verbal and written English is essential. Proficiency in other UN languages is a plus.

b. Corporate Managerial Competencies

- **Courage of your Conviction:** Outstanding GEF managers demonstrate the confidence in their convictions and the integrity to express themselves to peers and superiors even if it is easier or more comfortable to refrain from speaking up. They have the confidence, balanced with humility and judgment, to operate with the intent of doing what is right for the GEF and its clients.
- **Leading the Team for Impact:** Outstanding GEF managers focus on the GEF purpose and mission to provide on-going clarity and vision to their teams. They align capabilities and resources around the GEF mission. They create an energizing and empowering work environment where people are engaged and have the resources necessary to do their jobs, while holding team members accountable for results and improvement.
- **Influencing Across Boundaries:** Outstanding GEF managers persuade, convince and create buy-in for ideas and initiatives in order to advance GEF's goals and strategies.
- **Fostering Openness to New Ideas:** Outstanding GEF managers create open and innovative climates for the people around them. They are transparent, open to divergent views and encouraging of these attributes in others. They promote broad thinking and frank discussion, welcoming others' input into the decision-making process, and they build on others' ideas.
- **Building Talent for the Future:** Outstanding GEF managers build people's capabilities for the future by supporting and leveraging the diversity of staff in terms of their race, gender, nationality, culture, educational and professional backgrounds. They create growth opportunities for others, encouraging them to stretch beyond their current experience or comfort zone. They provide ongoing feedback and development, including long term career

development and mentoring, as well as hold their team members accountable for developing others.

Shortlisted candidates will be asked to supply references and provide waivers that will enable background checks to be conducted.

Applications from women and nationals of developing countries are strongly encouraged.