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**Global Green Growth Institute**

The Council

Written Procedure

May 11, 2016

**Decision on the Process for the Selection of the Director-General  
and the Establishment of a Selection Sub-Committee**

The Council,

*Recalling* Article 10(1) of the Agreement on the Establishment of the Global Green Growth Institute (“Establishment Agreement), that the Secretariat be headed by a Director-General;

*Recalling* Article 7(5)(b) of the Establishment Agreement, that the functions of the Assembly shall include appointing the Director-General nominated by the Council;

*Recalling* Article 8(5)(a) of the Establishment Agreement, that the functions of the Council shall include nominating a Director-General for appointment by the Assembly;

*Acknowledging* the need for the process for the selection of the Director-General to be fair, competitive, transparent, and in the best interest of GGGI;

*Recalling* Article 8(12) of the Establishment Agreement, that the Council may establish sub-committees for its effective coordination and operations;

*Recalling* Article 8(2)(g) of the Establishment Agreement, that the functions of the Council include approving Council Sub-Committees’ membership;

*Recalling* Rule 16 of the Rules of Procedure of the Council [C/8/DC/2/FINAL], that at least one (1) Contributing Member, one (1) Participating Member, and one (1) Expert or Non-State Actor Member of the Council shall be represented on each sub-committee, unless the Council decides otherwise;

*Noting* correspondence and consultations with members of the Council between April 14 and April 22, 2016, regarding the process for the selection of the Director-General;

*Confirms*

1. the Job Description for the position of Director-General based on the Establishment Agreement, as outlined in Annex 1 of this Decision; and

*Consistent with GGGI’s Disclosure Policy [C/5/DC/2], this document will be disclosed on the GGGI Website upon its approval by the Council, and its classification will be changed from “Confidential” to “General Distribution”.*

*Approves*

2. the Process for the Selection of the Director-General as outlined in Annex 2 of this Decision;
3. the establishment of a Selection Sub-Committee as outlined in Annex 3 of this Decision, to manage the selection process for the next Director-General;
4. the use of an international executive recruitment firm, already contracted by GGGI, to solicit, receive, and administer applications and compile a long-list of suitable candidates; and
5. a one-time amendment to Rule 19 of the Rules of Procedure of the Council [C/8/DC/2/FINAL] to reduce to ten (10) working days from the standard fifteen (15) working days, the time for members of the Council to provide comment on or otherwise object to the proposed decision on the nomination of the Director-General prior to its transmission to the Assembly for approval.

## **Job Description**

### **Director-General of the Global Green Growth Institute**

#### **Introduction**

1. Based in Seoul, the Global Green Growth Institute (GGGI) is an intergovernmental organization founded to support and promote a model of economic growth known as "green growth", which targets key aspects of economic performance such as poverty reduction, job creation, social inclusion, and environmental sustainability. GGGI works with countries around the world, building their capacity and working collaboratively on green growth policies that can impact the lives of millions. The organization partners with countries, multilateral institutions, government bodies, and private sector to help build economies that grow strongly and are more efficient and sustainable in the use of natural resources, less carbon intensive, and more resilient to climate change.
2. GGGI supports stakeholders through complementary and integrated work streams – Green Growth Planning and Implementation and Knowledge Solutions – that deliver comprehensive products designed to assist in developing, financing and mainstreaming green growth in national economic development plans.

#### **Terms of Engagement**

3. Article 10 of the Agreement on the Establishment of the Global Green Growth Institute (the Establishment Agreement) provides that the Secretariat will be the chief operational organ and that it will be headed by a Director-General, nominated by the Council and appointed by the Assembly. The Director-General participates as a non-voting member of the Council.
4. The initial term of the appointment will be four (4) years, and the person may be reappointed for a further term. The incumbent will be provided terms and conditions normally associated with a head of an international organization.

#### **Broad Mandate**

5. The Director-General, under the guidance of the Assembly and the Council, will:
  - a. Provide strategic leadership for GGGI;
  - b. Prepare all necessary operational, and financial documents;
  - c. Report on the overall implementation of GGGI's activities and bring to the attention of the Council any matter which he or she considers might impact the fulfillment of GGGI's objectives;
  - d. Carry out the directions of the Assembly and the Council; and
  - e. Represent the GGGI externally and develop strong relations with Members and other stakeholders.

**Expected Qualifications and Experience**

6. The Director-General shall have:

- Proven outstanding leadership ability and senior-level administrative experience in managing a large organization with a multicultural team;
- A strong background and experience in the field of green growth and a deep understanding of sustainable development agenda from multiple perspectives such as developing and emerging countries, donor agencies, multilateral development banks and private sectors;
- Experience with respect to policy advice, capacity building, technology transfer and innovation, and technology in the area of green growth, as well as knowledge management;
- Capacity to provide clear strategic focus and vision to GGGI and work with the Executive Staff to align the organization's mission and goals;
- Strong commitment to work in a transparent manner with GGGI's Members and the capacity to cooperate closely and with sensitivity, in both contributing and participating member countries;
- Excellent communication and representation skills to represent GGGI to its stakeholders as well as the general public, and to secure active continuous support of the member countries and international community;
- An extensive network, and the ability to cooperate effectively and build practical partnerships with relevant stakeholders in order to achieve maximum synergy;
- Full professional proficiency in English, and fluency in one other major language is desired;
- A firm commitment to the objectives and activities of GGGI as laid down in Articles 2 and 4 of the Establishment Agreement; and
- Moral authority to model the independent role required by paragraph 6 of Article 10 of the Establishment Agreement.

**Process for the Selection of the Director-General****Purpose of this Document**

7. This document outlines the process for the selection of the Director-General to ensure that it is fair, competitive, transparent and in the best interest of GGGI, and conducted with respect for candidates. The process follows that adopted by the Council for the selection of the current Director-General in 2013, and the requirements contained in the Agreement on the Establishment of the Global Green Growth Institute (the Establishment Agreement).
8. This document outlines:
  - a. The relevant articles of the Establishment Agreement related to the appointment of the Director-General;
  - b. The proposal to establish a Selection Sub-Committee to facilitate the work of the Council to nominate a candidate for the position of Director-General;
  - c. The proposed process to search, screen, short-list, and interview best-qualified candidates for the position of Director-General;
  - d. The process for the nomination of the candidate for the position of Director-General; and
  - e. The disclosure of information related to the process and candidates, in accordance with GGGI's Disclosure Policy.

**Relevant Articles of the Establishment Agreement**

9. The Establishment Agreement provides information on the functions of the Assembly and the Council in relation to the appointment of the Director-General, as well as the functions and term of the Director-General:
  - a. Article 10(1) states that the GGGI Secretariat is to be headed by a Director-General;
  - b. Article 7(5)(b) states that the functions of the Assembly shall include appointing the Director-General who shall be nominated by the Council;
  - c. Article 8(5)(a) states that the functions of the Council shall include nominating a Director-General for appointment by the Assembly;
  - d. Article 10(3) states that the initial term of the appointment will be four years, and the person may be reappointed for a further term; and
  - e. Article 10(4) states that, in addition to any functions conferred on the Director-General elsewhere in this Agreement or by the Council or Assembly from time to time, the Director-General shall, under the guidance of the Council and Assembly:
    - i. provide strategic leadership for the GGGI;
    - ii. prepare all necessary operational and financial documents;
    - iii. report on the overall implementation of the GGGI's activities and bring to the attention of the Council any matter which he or she considers might impact on the fulfillment of the GGGI's objectives;
    - iv. carry out the directions of the Assembly and the Council; and
    - v. represent the GGGI externally and develop strong relations with Members and other stakeholders.

**Establishment of a Selection Sub-Committee**

10. The Council will establish a sub-committee – the Selection Sub-Committee (hereinafter, the Sub-Committee) – to manage the selection process. Article 8(12) of the Establishment Agreement states that the Council may establish sub-committees as it deems necessary for the efficient coordination and operation of its functions.
11. The role of the Sub-Committee will be (a) to confirm the selection criteria for evaluating short-listed candidates; (b) to finalize the shortlist of candidates to interview; and (c) to interview and evaluate shortlisted candidates. The Sub-Committee will recommend a final candidate to the Council for nomination to the Assembly.
12. Rule 16 of the Rules of Procedure of the Council [C/8/DC/2/FINAL] states that at least one (1) contributing member, one (1) participating member, and one (1) Expert or Non-State Actor Member of the Council shall be represented in the sub-committees, unless the Council decides otherwise.
13. Drawing upon the selection process for the Director-General in 2013, it is proposed that the Sub-Committee be chaired by the Chair of the Council, Dr. Susilo Bambang Yudhoyono, and that attention be given to ensuring a geographic representational balance of GGGI Members.
14. In addition, and as per the selection process in 2013, one seat will be provided on the Sub-Committee for a representative of GGGI.
15. In accordance with Rule 15 of the Rules of Procedure, the Council shall approve the terms of reference of the Sub-Committee, as well as the number of members and their tenure. (See Annex 3 of C/2016/DC/4).

**Vacancy Advertisement and Search for Candidates**

16. GGGI will advertise the position in international newspapers and on the Institute’s website and social media channels, to search for qualified candidates. The Institute will also request Members of the Assembly and Council to circulate the vacancy notice to qualified candidates in order to expand the scope of the search and invite qualified candidates to apply.
17. GGGI will engage the international executive recruitment firm, currently under contract (SRI Executive), to support the process. This firm will receive, collect and administer all applications.

**Screening and Testing of Candidates**

18. GGGI’s international executive recruitment firm will prepare a long-list of the best-qualified applicants that will be shared with the Sub-Committee. The Sub-Committee will review all submitted applications, the proposed long-list and subsequently compile a short-list of best-qualified candidates.

19. In addition, GGGI's international executive recruitment firm will support the Sub-Committee to (a) conduct managerial competency tests of short-listed candidates in advance of any interviews; (b) provide best practice competency-based interview questions for consideration by the Sub-Committee; and (c) conduct standard background and reference checks on the final list of candidates.

**Interview of Best-Qualified Candidates**

20. The Sub-Committee will conduct face-to-face interviews with each of the short-listed candidates. GGGI will cover travel expenses for each short-listed candidate's participation in the interviews in accordance with the standard for Executive staff contained in GGGI's Staff Regulations and Staff Rules.
21. The Sub-Committee shall endeavor to reach consensus on its ranking of candidates and its recommendation to select the highest-ranked candidate. If all efforts at consensus have been exhausted, and no consensus reached, on the request by the Sub-Committee's Chair, decisions shall as a last resort be adopted by a simple majority of the members.

**Nomination of the Director-General**

22. The recommendation of the Sub-Committee will be communicated to the Council as a draft decision for approval by written procedure. In accordance with Rule 17(a) the Rules of Procedure of the Council [C/8/DC/2/FINAL], decisions related to the Council's functions may be taken in ordinary sessions or by written procedure.
23. The Institute shall transmit the draft Decision and all necessary background materials to each Council member's designated focal point(s) with an invitation to approve the decision within ten (10) working days.
24. If no comments on or objections to the proposal are received by 5:00 p.m. (KST) on the last day of the lapse-of-time period, the decision will be considered adopted by the Council and will enter into effect as of the last day of the lapse-of-time period. If objection to the draft Decision is received, GGGI will facilitate discussion between the Members of the Sub-Committee and the Council.

**Disclosure of Information Related to Candidates**

25. The records of the Sub-Committee shall be considered confidential in accordance with Article III of GGGI's Disclosure Policy. Specifically, the following information shall not be disclosure to the public,
- a. *"Records relating to internal deliberative processes, including internal notes, memoranda and correspondence among the GGGI Secretariat staff, except as appropriate for the purpose of soliciting expert input with institutions and individuals other than the GGGI Secretariat staff."* (Article III.4); and
  - b. *"Recordings of meetings of the Assembly, Council or any subsidiary body held in closed session."* (Article III.6)

26. The final decision of the Council on the nomination of the Director-General shall be posted on the GGGI's website within 30 working days of its issuance, in accordance with Article II.1 of GGGI's Disclosure Policy.



**Terms of Reference of the  
Sub-Committee for the Selection of a Director-General**

**Function**

1. The primary function of the Selection Sub-Committee is to:
  - a. Confirm the selection criteria;
  - b. Select the shortlist of candidates to interview;
  - c. Interview and evaluate shortlisted candidates; and
  - d. Recommend a final candidate to the Council for nomination to the Assembly.

**Composition**

2. The Selection Sub-Committee will be comprised of six (6) members, with its membership comprised of Contributing and Participating Members, Expert/Non-State Actor Members of the Council, the Host Country, and the Institute.
3. The members of the Sub-Committee are as follows,
  - a. Dr. Susilo Bambang Yudhoyono (Expert/Non-State Actor) – as Chair;
  - b. Denmark (Contributing member);
  - c. United Arab Emirates (Contributing member);
  - d. Ethiopia (Participating member);
  - e. Republic of Korea (Host Country); and
  - f. Robert L. T. Dawson, Deputy Director-General and Head of Management and Governance, GGGI.
4. The members will serve on the Sub-Committee until a candidate nominated by the Council has been appointed by the Assembly to the position of Director-General.

**Chair**

5. The Chair shall preside over meetings of the Sub-Committee. If the Chair is unable to be present at a meeting, the Chair shall designate a present member of the Sub-Committee to preside.

**Meetings**

6. The Sub-Committee may convene meetings in person, via videoconference, via teleconference, and via other web-based solutions. Meetings of the Sub-Committee shall be held in closed session.
7. The Sub-Committee shall seek consensus in deciding on its conclusions and recommendations. If all efforts at consensus have been exhausted, and no consensus reached, on the request by the Sub-Committee's Chair, decisions shall as a last resort be adopted by a simple majority of the members.
8. GGGI shall support travel and accommodation for all members of the Sub-Committee – including from Contributing and Participating Members, Expert/Non-State Actors, the

Host Country – in accordance with limits provided for under the Travel Policy for Members of the Governance Organs.

**Administrative Arrangements**

9. The Secretariat will be responsible for:
  - a. Notifying members of the dates and distributing all necessary documents for the Sub-Committee’s meetings;
  - b. Arranging travel and accommodation, and/or other logistical arrangements, for Sub-Committee members to effectively participate in meetings;
  - c. Preparing summaries of discussions, for approval of Sub-Committee members, before transmission to the Council;
  - d. Maintaining the Sub-Committee files in accordance with the Rules of Procedure of the Council and the GGGI Disclosure Policy;
  
10. The Secretariat, through its international executive recruitment firm, will be responsible for:
  - a. Conducting managerial competency tests as may be requested by the Sub-Committee;
  - b. Providing best practice competency-based interview questions for consideration of the Sub-Committee; and
  - c. Conducting standard background and reference checks on the final list of candidates.