

Step	Milestone	Timeline	Status/Notes
<b>1</b>	<b>Ad Hoc Nominations Committee (AHNC) size, composition and TORs agreed</b>	<b>11-May-12</b>	<b>Completed</b>
	(a) Board discussion on draft Terms of Reference for the 2012 AHNC, as prepared following the March 2012 Board Retreat, and consultations in advance of the May 2012 Board meeting	11-May-12	Approved at the 27th Board meeting.
	(b) Implementer Bloc and Donor Bloc processes to identify 3 persons from each bloc to serve on the AHNC in their personal capacity	11-May-12	Consensus nominations endorsed by the Board at the 27th Board Meeting, as reflected in the Board's decision titled "Launch of the Selection Process for the next Executive Director", GF/B26/DP8)
<b>2</b>	<b>Constituting AHNC - identification of independent members</b>	<b>2nd half May 2012</b>	<b>Completed</b>
	(a) Call for and receipt of nominations for non-constituency affiliated members	First two weeks in May 2012	Nominations were received for some 24 potential members, with 3 persons being selected by the AHNC based on skills, regional and sectoral experience, and availability
	(b) Consultation with Board Chair and Audit and Ethics Committee Chair	Third week of May 2012	AEC and Board Chair endorsement received for the application and appointment process.
<b>3</b>	<b>Engagement of Executive Search Firm</b>	<b>2nd half May 2012</b>	<b>Completed</b>
	(a) Receipt of proposals from three pre-qualified firms, responding to AHNC selection criteria for ED Search	29-May-12	
	(b) Proposal evaluation by AHNC and appointment decision (Russell Reynolds Associates)	01-Jun-12	The Terms of Reference for the engagement were settled concurrently with the ED TORs to ensure that the Search Firm scope of work reflected the Board's preferences on search strategy
<b>4</b>	<b>Refining Executive Director Terms of Reference</b>	<b>2nd half June 2012</b>	<b>Completed - Board Approval for TORs given on 6 July 12</b>
	(a) preparation of first working draft (to be incorporated into the "Role Specification at item 5 below to avoid document confusion).	15-Jun-12	
	(b) AHNC further refinement and shared with Board constituencies (voting and non-voting for inputs)	19-Jun-12	
	(c) Two conference calls with Board constituencies for inputs	25-Jun-12	
	(d) AHNC and Search Firm refinement based on inputs	27-Jun-12	
	(e) Sending to Board for approval	29-Jun-12	
	(f) Board approval	6-July-12 (planned 5-July-12)	Board approval occurred through electronic vote, and is reported publicly in the electronic decision points report presented at the September 2012 27th Board meeting.
<b>5</b>	<b>Candidate Search</b>	<b>Mid June - Early September 2012</b>	<b>Completed</b>
	(a) Incorporate Board approved TORs into Russell Reynolds' 'Role Specification'	11 June - 5 July 2012	Role Specification was made available from 6 July until end August 2012
	(b) Development of multi-faceted search strategy including: (i) public advertisement campaign; (ii) consultation with Board constituencies; and (iii) outreach to Executive Search Firm contacts	First two weeks in July	Advertisements appeared in Le Monde, Jeune Afrique (French), International Herald Tribune Global Edition, The Economist (English), and America Economia (Spanish, Portuguese). Virtually all Board members were consulted and a broad range of additional contacts were also reached.
	(c) Development of high-level pre-screening criteria to identify the strongest group of candidates	Mid July - Mid August 2012	Criteria evolved through routine AHNC telephone conversations and were used by the AHNC in its 6 September long-listing exercises.
	(d) Compilation of long-list of potential candidates (the most relevant candidates from the universe of all people referred/approached) - linked to item 7 below	First week September 2012	Closing date of 6 August in advertisement campaign was to signal formal launch of search and obtain early expressions of interest. However, it was a "soft deadline". Candidate referrals were received by the AHNC until 6 September.

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<b>6</b>	<b>Board decision-making process for ED Selection</b> [non-AHNC led process in 2012 by agreement at the March 2012 Board Retreat. Included to ensure comprehensive integrated timetable]	<b>Adjusted date End October 2012</b>	<b>Completed</b>
	(a) Consultation with Board constituencies on preferences around candidate engagement from 1 November, and Board Voting Processes, and review of peer organization processes	21 Sept - 10 October 2012	Consultations led by legal counsel and almost all Board Members or Alternate Members participated.
	(b) Presentation of initial proposal to Board for approval to seek further views	16 October 2012	
	(c) Board constituency conference calls to seek inputs to finalize the consensus proposal	23 October 2012	
	(d) Board approval of voting process	31 October 2012	
<b>7</b>	<b>Candidate Evaluation Phase 1 (Longlisting process - Linked to item 5 above)</b>	<b>Week 1 Sept 2012</b>	<b>Completed</b>
	(a) AHNC pre-meeting evaluation of confidential profiles based on comprehensive pre-screening of candidates by Executive Search Firm according to AHNC pre-agreed screening criteria for candidate ranking, completing additional reference checking (including specific areas based on AHNC first review of profiles)	1 - 5 September	
<b>8</b>	<b>Candidate Evaluation Phase 2 (Refining list to a group of approximately 10 persons for interviewing)</b>	<b>Weeks 2, 3 and 4 in Sept 2012</b>	<b>Completed</b>
	(a) In-person AHNC meeting to consider profiles, preliminary reference information, diversity and overall strategic approach to the appointment. AHNC 'testing' of excluded candidates (a random pool) to quality assure the shortlisting/inclusion of persons. Discussion on getting to long short-list of approximately 10 persons	6 September 2012	
	(b) AHNC member and Search Firm engagement on refining the list of stronger candidates down to a pool of approximately 10 candidates, having included outreach to Board constituencies on inputs on a non-specific candidate basis (including opportunity for high level discussion at 26th Board Meeting over 14-15 September, on status of transformation, strategy implementation and funding models etc, to help AHNC further refinement). No candidate-specific discussions will take place	10 - 21 September 2012	
	(c) Finalization of list of up to 10 candidates for final consideration	28 September 2012	
<b>9</b>	<b>Refining the group to a short list of up to 4 for Board consideration</b>	<b>Wks 2 - 4 October 2012</b>	<b>Completed</b>
	(a) In person first interview of 9 candidates	10 - 11 October 2012	
	(b) Refinement of interviewing strategy for second interviews, and conducting personality assessments and additional reference checking on candidates proceeding to second interviews	12 - 23 October 2012	
	(c) Second in-person interview for 5 persons	25 October 2012	
	(d) Finalization of AHNC recommendation to the Board and preparation of the package of Board materials	26 - 31 October 2012	
<b>10</b>	<b>Board deliberations and decision (follows AHNC work)</b>	<b>1st half November 2012</b>	
	(a) Board member secure access to profiles of candidates, subject to confidentiality arrangements and anti-lobbying principles	1 - 10 November 2012	
	(b) Mechanism for structured interaction with the shortlisted candidates prior to the Board meeting	5 - 9 November 2012	Chair's proposal on 28 October was to facilitate this through the Office of the Board Chair
	(c) Board use of decision making principles (item 5 above) to make final appointment	13 - 15 November 2012	
	(d) Public announcement of Board decision	15 November 2012	