



# Position Specification

**European Development Finance Institutions, ASBL**  
Chair of the Board

## Our Client

EDFI is the not-for-profit Association of European development finance institutions (DFIs), which are publicly-backed impact investors that finance and advise private sector enterprises in emerging economies and developing countries. The combined investment portfolio of EDFI's 15 member institutions is approximately €50 billion in financial services, renewable energy, infrastructure, manufacturing, agribusiness and services in more than 100 countries. EDFI member institutions deliver a majority of European private sector development finance activities, particularly in Africa, Asia and Latin America.

EDFI member institutions share a vision of a world where the private sector offers people in low- and middle-income countries opportunities for decent work and improved lives, and where private investment flows are aligned with the Sustainable Development Goals and the Paris Climate Agreement. The EDFI Association's mission is to promote to the joint interests of the members, inform policy and drive innovation in industry standards. The industry's core values are: responsible, sustainable, impact-driven, trusted, and transparent. Current key strategic objectives of EDFI include partnership with EU institutions, DFI collaboration and crisis response, impact harmonisation, mobilisation of private investment, and network coordination.

## The Role

EDFI is led by a board of directors, and a General Manager is responsible for daily management with support from a Secretariat based in Brussels. EDFI's board of directors is composed of five directors who are CEOs of EDFI member institutions and a chairperson serving in an individual capacity. EDFI's current chairman is Bruno Wenn. He was elected as chairman serving in an individual capacity in 2019 and will complete his second and final two-year term in the position at EDFI's Annual General Meeting in May 2023. His predecessor was Nanno Kleiterp who was EDFI's first chairman serving in a personal capacity from 2017 to 2019. Bruno Wenn was previously CEO of KfW-DEG and Nanno Kleiterp was previously CEO of FMO. Before 2017, EDFI's board of directors was chaired by a director who was serving as a CEO of an EDFI member institution, typically for rotating 1-year terms. The role of the chairperson serving in an individual capacity was introduced following a decision to step up EDFI's organisation and governance in 2016.

## Candidate Profile

The Chairperson chairs EDFI's Board of Directors and acts as an intermediary between the Members, the Board of Directors, and the Advisory Committees in accordance with the Charter of Governance and Management. The Chairperson ensures that the Board of Directors functions in an efficient and effective way. The Chairperson has a close relationship with the General Manager, providing support and advice. The Chairperson also is the Board's spokesperson both externally and internally. The Chairperson may be an individual serving in a personal capacity as an independent person.

## Role and Responsibilities

In reinforcing the values of the Association and ensuring the engagement of the members, the Chairperson has the following responsibilities:

- Taking all initiatives, and gathering all the information required in order for the Board of Directors being able to carry out its duties effectively and independently.
- Together with the HR Committee, ensuring the optimal composition of the Board of Directors and Advisory Committees, taking the initiative and directing appointments or reappointments, and ensuring proper appointment procedure for the General Manager; together with the HR Committee, also evaluating performance, setting targets and the remuneration of the General Manager and making sure that good succession planning is in place.

- Chairing the committee overseeing the General Manager in respect of the day-to-day management and ensuring the proper and efficient planning and management of the Association; and ensuring and planning the internal evaluation of the Board of Directors.
- Planning and setting the schedule for the various meetings of the Board of Directors.
- Setting the agenda of the Board of Directors in consultation with the General Manager.
- Ensuring that the preparatory material is provided to all Directors in good time, accurately and in the correct form.
- Ensuring the quality of the permanent interaction and dialogue at the level of the Board of Directors; ensuring that all the Directors are given a fair chance to speak and that decisions are taken unanimously where possible, in an atmosphere of mutual trust.
- Ensuring a permanent dialogue between the Directors and the General Manager.
- Ensuring that the Directors receive an appropriate introduction and orientation programme.
- Convening and chairing CEO forums, together with the hosting CEO, and the General Meetings and ensuring during the General Meeting that the Members can ask questions to the Directors, the General Manager, and the Auditors of the Association.
- Ensuring equal treatment of all the members of the Association, including equitable access to information and opportunities for all members to have their voice heard in the decision-making of the Association.
- Contributing to the external representation of the Association on behalf of the Board of Directors and in coordination with the General Manager.

## Profile

The Chairperson should have proven leadership, coaching and relationship management experience and have demonstrable experience and skills that include:

- At least 15 years of overall professional experience, with at least 10 years of management experience including DFI/IFI senior management experience.
- Good understanding of about EDFI's targets, subjects, and key stakeholders, of European and international development and climate policy especially regarding the private sector knowledge.
- Good network within the DFI industry, with impact investors and other global players.
- A politically and strategically astute leader with the ability to set clear priorities.
- Can exercise influence and create results in international contexts; preferably with direct experience with the European institutions.
- Past success working with a board of directors with the ability to cultivate existing board member relationships, to encourage directors' and members' engagement.
- Good organisation and problem-solving skills which support and enable sound decision-making.
- A persuasive and passionate communicator with excellent interpersonal and negotiation skills, strong networking skills.
- Shows passion, idealism, integrity, positive attitude, mission-driven, acts pro-active and self-directed in alignment with EDFI's vision and mission.
- Has high integrity and good reputation particularly among European institutions.
- Has no engagements that are incompatible with DFIs' mission and the role as EDFI Chair.
- Identifies and takes advantage of opportunities, with a feeling for timing and contact person.
- Language skills: Fluent knowledge of English as a must, other languages such as French, Spanish, Dutch or German is an advantage.

## Resources

- The term will be two years with the eligibility for re-election once based on the current bylaws.
- The Chairperson may freely determine the location where the duties are to be performed, but the Chairperson should be physically present at the premises of EDFI if and to the extent that this is required for the effective performance of the duties.
- The role involves a time commitment of approximately 2-3 days per month.

# Position Specification

Ref: Chair of the Board  
European Development Finance Institutions, ASBL

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## How to apply

The job specification will be posted on <https://www.russellreynolds.com/en/executive-opportunities>. To apply, please send your CV, and supporting statement to [responses@russellreynolds.com](mailto:responses@russellreynolds.com) by November 25<sup>th</sup>. Your supporting statement should succinctly highlight your motivation, experience, and skills against the requirements of the role. Please include the role title in the subject of your email. If you have a question about the position, or your application, please contact the Russell Reynolds Team at [responses@russellreynolds.com](mailto:responses@russellreynolds.com).