



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

**Eighteenth Board Meeting
New Delhi, India, 8-9 November 2008**

**GF/B18/8
Decision**

REPORT OF THE ETHICS COMMITTEE

OUTLINE:

This report presents the activities of the Ethics Committee since the Sixteenth Board Meeting, held in November 2007, and includes the Committee's recommendations to the Eighteenth Board Meeting.

PART 1: INTRODUCTION

1. The Ethics Committee met in Geneva on 9 October 2008. Dr. Jacob Gayle, Vice Chair, chaired the meeting in the absence of the Chair, Professor Sheila Tlou.
2. This report contains the following sections:
 - i. Items for Board Decision
 - One-year cooling-off period requirement with respect to employment of certain individuals by the Secretariat
 - Conflicts of Interest Safeguards
 - Office or Occupation outside of Global Fund employment duties
 - ii. Items for Information
 - The Officer of the Inspector General's Values and Integrity Initiative
 - Annual Filing of Declaration of Interest Forms
 - Update on Staff Secondments
 - Ethics and Conflict of Interest Cases considered by the Committee

PART 2: ONE-YEAR COOLING-OFF PERIOD

Decision

1. Since it submitted its last report to the Board in November 2007, the Committee has considered two requests for a waiver to the requirement, set out in Paragraph 7 of the Policy on Ethics and Conflict of Interest for Global Fund Institutions (the "Ethics Policy"). Paragraph 7 of the Ethics Policy requires that a one-year cooling-off period apply before a person who has served as a "Board member, Alternate, a member of a Board Committee, or the Chair or Vice Chair of the TRP" becomes eligible for employment within the Secretariat.¹
2. The two requests were received from:
 - a. Mr Enrico Mollica² on 7 April 2008 in respect of the position of Chief of Staff in the Office of the Executive Director; and
 - b. Ms Francoise Ndayishimiye³ on 10 September 2008 in respect of the position of Senior Gender Advisor.
3. The Committee considered Mr Mollica's request on 27 April 2008 and Ms Ndayishimiye's request on 9 October 2008. In both cases, the Committee considered the procedures followed by the Secretariat, together with additional information provided by the Secretariat. The Committee was satisfied that Mr Mollica and Ms Ndayishimiye had been selected following a competitive recruitment process, and that neither selection had been influenced inappropriately by the individual's previous association with the Board or by other circumstances that might give rise to ethical issues. The Committee therefore granted the requests for a waiver of the cooling-off period.
4. However, the Committee noted that, since the requirement of a one-year cooling-off period was approved by the Board, waiver requests have been submitted after the concerned individuals had

¹ Paragraph 7 of the Ethics Policy provides that "[a]ny individual who has served as a Board member, Alternate, a member of a Board Committee, or as Chair or Vice Chair of the Technical Review Panel shall not be eligible for employment by the Global Fund Secretariat until one year following their last date of service in such a position. The Ethics Committee may waive this provision as appropriate."

² Mr Mollica was a member of the Policy and Strategy Committee of the Global Fund Board and the Alternate Member for the delegation of the European Commission (Belgium, Finland and Portugal) from September 2005 to January 2008.

³ Ms Ndayishimiye was a member of the Global Fund Board from April 2005 to November 2007, representing the Communities Delegation Constituency. She also served as a member of the Portfolio Committee for the same period.

been selected for employment within the Secretariat, and in some cases after an offer of employment had been made. The Committee noted that such late requests and approvals could have adverse consequences.

5. To avoid negative repercussions on the Global Fund's reputation, the Committee considers that waiver requests should be addressed at an earlier stage of the selection process. In particular, the Committee recommends to the Board that Paragraph 7 of the Ethics Policy be amended as set out in Annex 1 to this Report to ensure that:

- a. requests for waivers of the cooling-off period be addressed before the relevant individual applies for a position with the Secretariat; and
- b. the Secretariat not accept an application for employment from such an individual unless a waiver has been granted by the Committee.

6. To assist in ensuring compliance with the one-year cooling-off period requirement, the Secretariat will put in place mechanisms to remind potential applicants of their responsibilities.

7. Accordingly, the Committee recommends to the Board the decision point set out in Part 4 below.

PART 3: CONFLICT OF INTEREST SAFEGUARDS

Decision

1. In line with its mandate to preserve the reputation and integrity of the Global Fund, the Ethics Committee decided in November 2007 to establish a working group to consider whether the Ethics Policy and the Global Fund's Procurement Policy provide sufficient protection against conflicts of interest where a person occupying a prominent position in the governance structure of the Global Fund is also associated with a potential provider of goods and services to the organization.

2. The Working Group was composed of three members of the Ethics Committee: Dr Jacob Gayle (Vice-Chair of the Ethics Committee), Ambassador Sigrun Møgedal, and Dr Brian Brink. Dr Gayle served as Chair of the Working Group, which received technical advice on a pro bono basis from two expert consultants, Professor Peter Singer⁴ and Mr Carl Vacketta⁵.

3. The Working Group concluded that the Global Fund's policies and procedures are sufficiently robust to address conflicts of interest that may arise where a person who occupies a prominent position in the governance structure of the Global Fund is also associated with a potential provider of goods and services. However, the Working Group recommended that the Ethics Policy could be strengthened further through certain amendments to it.

4. Specifically, the definition of "conflict of interest" in the Ethics Policy could be modified to protect more clearly against circumstances in which a prominent Covered Individual⁶ (e.g. a Board member) who is not involved in making a decision on a particular matter, but has a financial interest in it, might attempt to "unofficially" influence another Covered Individual (e.g. staff member) who is involved in making the relevant decision. Accordingly, the Working Group recommended that the definition of "conflict of interest" be amended as follows:

⁴ Professor Singer is a Senior Scientist and Professor of Medicine at the McLaughlin-Rotman Center for Global Health, University Health Network and University of Toronto.

⁵ Mr Vacketta is a senior partner with the international law firm of DLA Piper.

⁶ "Covered Individual" means a member of the Board of the Fund (a "Board member"), an alternate, a member of any committee, task force, the Technical Review Panel, or any other subsidiary body of the Fund, and professional employees of the Secretariat (Section 2(a) of the Ethics Policy).

“A conflict of interest arises when a Covered Individual participates personally or substantially ~~in an official capacity~~ in any particular Global Fund matter in which, to his or her knowledge, he or she or an Associated Person⁷ or Associated Institution⁸ has a financial interest, if the particular matter ~~will~~ may have a direct and predictable effect of that interest.”⁹

5. To the same end, the Working Group recommended that the definition of the term “personally or substantially”, as used in the definition of “Conflict of Interest”, also be amended as follows:

“Personally and substantially. To participate personally means to participate directly or to attempt to influence the outcome of a decision-making process, including, for example, consideration of a matter at a Board meeting, or direct and active supervision of a subordinate in a matter. To participate substantially means that the Covered Individual’s involvement is of significant to the matter.”

6. The Working Group also recommended that the terms “actual or potential” be added prior to the terms “conflict of interest” in the sections of the Ethics Policy that deal with the duty to disclose conflicts of interest.¹⁰ In addition, it recommended that the policy be amended to require individuals to disclose an actual or potential conflict of interest, even when there is only an “appearance” of a conflict. The Working Group also recommended some other editorial amendments to the Ethics Policy.

7. The Ethics Committee endorses the above recommendations made by the Working Group, as described in more detail in the Final Report of the Working Group set out in Attachment 1 to this Report.

8. Accordingly, the Committee recommends to the Board the decision point set out in Part 4 below.

PART 4: OUTSIDE OFFICE OR OCCUPATION

Decision

1. On occasion, an employee of the Global Fund may wish to assume an office or occupation outside his or her Global Fund employment duties (an “outside offices”), or accept honors or decorations from outside parties (an “honor”). These activities can give rise to conflicts of interest, or the appearance thereof; they can also have operational implications (e.g. if one could interfere with reasonable working hours).

2. In the past, outside offices and honors of employees have been subject to WHO review processes intended to cover both ethical and operational considerations. After the termination of the Administrative Services Agreement on 31 December 2008, these WHO review processes will no longer be available.

3. Accordingly, the Secretariat informed the Ethics Committee that it will be necessary to develop a process to ensure that outside offices and honors receive appropriate review. Recognizing the Ethics

⁷ “Associated Person” means a Covered Individual’s spouse, minor or domestic partner (Section 2(b) of the Ethics Policy).

⁸ “Associated Institution” means (i) any organization, corporation or government in which Covered Individual is serving as an officer, director, trustee, partner or employee, that receives or may receive funding from the Fund or with which the Fund has an agreement, contract, grant or relationship; or (ii) any person, organization, corporation, government or similar institution with whom a Covered Individual is negotiation or has an arrangement concerning prospective employment (Section 2(c) of the Ethics Policy).

⁹ Section 3.1 of the Ethics Policy.

¹⁰, Sections 4 and 5 of the Ethics Policy as attached to this Report.

Committee's role in reviewing possible conflicts of interest, the Secretariat proposed that the process be included in broad terms as an amendment to the Ethics Policy.

4. Under the proposed amendment, an employee would be required to request permission from the Executive Director to accept any outside office or honor if doing so could reasonably lead to even the appearance of a conflict of interest. The Executive Director would consider whether to grant the request after having consulted the Ethics Committee on whether the outside office or honor could lead to an actual or potential conflict of interest, and following a review of possible operational repercussions, if any. An employee would not need to request authorization of outside offices and honors that, in his or her view, could not conceivably involve a conflict of interest or the appearance thereof (e.g. a school or sporting club board membership).

5. The Committee considers that an amendment to the Ethics Policy would be appropriate, and accordingly recommends to the Board that new Paragraphs 4.4 and 4.5 be included in the Ethics Policy as set out in Annex 1 to this Report.

6. Accordingly, the Committee recommends the following decision point to the Board:

Decision Point: Amendments to the Ethics Policy

The Board approves the amended Policy on Ethics and Conflicts of Interest for Global Fund Institutions as set out in Annex 1 to the Report of the Ethics Committee (GF/B18/8).

This decision does not have material budgetary implications.

PART 5: ITEMS FOR INFORMATION

Information

The Officer of the Inspector General's Values and Integrity Initiative

1. In April 2008, the Finance and Audit Committee of the Board approved the Inspector General's priorities, one of which was the establishment of a Values and Integrity Initiative. At the Ethics Committee's meeting of 9 October 2008, the Inspector General presented to the Committee an Ethics and Reputational Risk Assessment, prepared by Ms Joan Elise Dubinsky, an external consultant. The Committee found the consultant report to be of considerable relevance and high quality, and requested that it be distributed to the Board as Attachment 2 to this Report.

2. The Committee encouraged the Inspector General and the Secretariat to work together to prepare an action plan for implementation of the Values and Integrity Initiative, based also on the recommendations contained in the Ethics and Reputational Risk Assessment, and integrate it in other work on risk management that is being conducted by the Secretariat under the oversight of the Finance and Audit Committee. The Ethics Committee looks forward to receiving a report on this at its next meeting.

3. The Committee also requested that the whistleblower policy be brought to the attention of different stakeholders, in particular at the country level, and requested the Inspector General to report back on efforts made in this connection at its next meeting.

Annual Filing of Declaration of Interest Forms

4. The Ethics Policy requires Covered Individuals to submit each year a Declaration of Interest form, and update the information provided on it whenever there is a material change.¹¹ Consistent with the Ethics Policy, the Chair and Vice Chair of the Ethics Committee distributed a Declaration of Interest form and the Ethics Policy itself to each Covered Individual on 16 September 2008. Individuals were asked to complete the Declaration of Interest Form and submit it to the Ethics Official by no later than 30 September 2008.

5. Covered Individuals (other than Secretariat Staff¹²) who had not submitted their Declaration of Interest forms by the due date were asked to provide such forms as soon as possible. Covered Individuals who did not respond to the reminder were informed that their names could be disclosed to the Board at the Eighteenth Board Meeting if they had not submitted their forms prior to that meeting.

Update on Staff Secondments

6. At its Thirteenth Meeting, the Board requested the Ethics Committee to undertake a review of the Secretariat's management of staff secondments and associated conflict of interest issues. In consultation with the Ethics Committee, the Secretariat decided to prepare guidelines for the management of ethical issues associated with the secondment of staff to and from the Global Fund Secretariat. During its meeting on 9 October 2009, the Committee took note of the Secretariat's Procedures for Assessing Proposed Secondments and Loans Involving the Global Fund for Conflict of Interests to the Committee.

7. Under the abovementioned Procedures for Secondments and Loans, the Secretariat reports to the Committee on any secondments and loans. There were no secondments or loans of note to report to the Committee since the Secretariat's last update on secondments or loans.

Ethics and Conflict of Interest Cases considered by the Committee

8. No other cases of conflict of interest were presented to the Committee for consideration.

This document is part of an internal deliberative process of the Global Fund and as such can not be made public. Please refer to the Global Fund's documents policy for further guidance.

¹¹ Paragraph 4.3 of the Ethics Policy.

¹² Secretariat staff are not required to submit Declaration of Interest forms to the Ethics Official under the terms of their employment with the World Health Organization.



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To Fight AIDS, Tuberculosis and Malaria

Eighteenth Board Meeting
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GF/B18/8
Annex 1 (Revision 1)

Policy on Ethics and Conflict of Interest for Global Fund Institutions

1. General Principles

- 1.1 The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Fund) was created to attract, manage and disburse additional resources through an innovative public-private partnership to make a sustainable and significant contribution to the reduction of infections, illness and death caused by HIV/AIDS, Tuberculosis and Malaria in countries in need. To achieve these goals, the Fund recognizes the need to involve many interested stakeholders, including recipient and donor states, for-profit and not-for-profit enterprises, and the international intergovernmental community.
- 1.2 Because of the diversity of interests and perspectives represented by these stakeholders, it is particularly important that the Fund operate in a balanced, ethical, collaborative, transparent, and open manner. This policy – provided for in Article 7.4 of the Fund Bylaws – provides guidance in identifying and addressing **actual or potential** conflicts of interest. It is based on clear definitions of potential areas of concern, a duty to disclose, and outlines procedures (including the establishment of an Ethics Committee and the appointment of an Ethics Official) for managing these conflicts as they arise.
- 1.3 The purpose of this policy is to ensure fairness **and a high standard of ethical conduct** in the Fund's decision-making to protect the reputation and integrity of the Fund and its interests, and to ensure broad public trust and confidence in the Fund's decision-making and grant-making activities. Where provisions of this policy conflict with law or regulation applicable to a Covered Individual such provisions shall not apply. When possible, however, this policy shall be interpreted to be consistent with applicable law or regulation.
- 1.4 The Fund recognizes that the representative nature of its governing Board and its subsidiary units results in inherent conflicts when the Board or its other governing units must consider matters that have a direct result on the interest of governments, corporations, or organizations that hold governance positions in the Fund. The Fund recognizes that these institutional conflicts of interest must be managed with the highest degree of integrity to safeguard against any perception that participation by a government, corporation or organization in any position at the Fund confers an undue advantage for such entities in Fund decisions.

2. Definitions

- (a) *Covered individual* means a member of the Board of the Fund ("Board Member"), an alternate, a member of any committee, task force, the Technical Review Panel, or any other subsidiary body of the Fund, and **professional** employees of the Secretariat.^[2]

- (b) *Associated Person* means a Covered Individual's (i) spouse, minor child, or domestic partner.
- (c) *Associated Institution* means (i) any organization, corporation or government in which a Covered Individual is serving as an officer, director, trustee, partner or employee, that receives or may receive funding from the Fund or with which the Fund has an agreement, contract, **grant** or relationship; or (ii) any person, organization, corporation, government or similar institution with whom a Covered Individual is negotiating or has an arrangement concerning prospective employment.
- (d) *Personally and substantially*. To participate personally means to participate directly **or to attempt to influence the outcome of a decision-making process**, including, for example, consideration of a matter at a Board meeting, or direct and active supervision of a subordinate in a matter. To participate substantially means that the Covered Individual's involvement is of significance to the matter.
- (e) *Gift* means any gratuity, favor, discount, entertainment, hospitality, loan, forbearance, honorarium, or other item having monetary value. These include services as well as gifts of training, transportation, local travel, lodgings and meals, whether provided in-kind, by purchase of a ticket, payment in advance, or reimbursement after the expense has been incurred.
- (f) *Ethics Committee* means the standing Committee, composed of six Board Members, established to assist with the implementation of the Policy on Ethics and Conflict of Interest and to prevent situations that might affect the reputation and integrity of the Fund.
- (g) *Ethics Official* means the Secretariat employee designated by the Executive Director of the Fund Secretariat to assist the Ethics Committee in its work.

3. Conflicts of Interest

3.1 A conflict of interest arises when a Covered Individual participates personally and substantially ~~in an official capacity~~ in any particular **Global Fund** matter in which, to his or her knowledge, he or she or an Associated Person or Associated Institution has a financial interest, if the particular matter ~~will~~**may** have a direct and predictable effect on that interest.^[1] In general, and without limitation, conflicts may be deemed to exist in the following situations:

- Where a Covered Individual's financial interests, or the interests of an Associated Person or Institution could affect the conduct of his or her duties and responsibilities with respect to the Fund or result in a reasonable perception that such a conflict exists;
- Where a Covered Individual's actions compromise or undermine the trust that the public places in the Fund; and
- Where the Covered Individual's actions create the perception that the Covered Individual is using his or her position at the Fund for personal benefit or for the direct financial benefit of an Associated Institution.

Specific examples of such conflicts include:

- *Board Members advocating for approval of a particular grant in which his or her government, entity, or organization will serve as principal recipient, implementing agency, local fund agent, or play some other direct project implementation role or realize some other direct financial benefit;*
- *Board Members advocating for approval of a particular policy from which his or her government, entity, or organization will realize some direct financial benefit;*
- *Board Members using their position on the Board to advocate for or otherwise seek approval of any service contract between the Fund and an Associated Institution; or*
- *TRP members who are employees of a government, corporation, or organization participating in the assessment of a funding proposal in which an Associated Institution has any substantial interest.*

Conflicts do not in principle arise when a Covered Individual or Associated Person or Institution stands to receive a diffuse benefit from the action in question. For example, a Board Member does not have a conflict of interest based on his or her consideration of a proposal if his or her country would realize general population health benefits, or in which non-governmental organizations or entities incorporated in his or her country would receive diffuse benefits as a result of the grant, but in which the government or its entities would not directly participate in its implementation.

These lists are only illustrative, and are not intended to set out all instances where an actual or potential conflict of interest exists, but rather to articulate the principles the Fund will follow in addressing such conflicts as they arise. Each situation will be assessed based upon its particular facts and circumstances, but decisions will be governed by the guidelines set out in this policy, which applies to all activities sponsored or supported by the Fund, public and private, for-profit and not-for-profit alike.

4. Transparency and disclosure

- 4.1 All Covered Individuals have a duty to disclose the existence of any **actual or potential** conflict of interest, including those that derive from Associated Persons or Institutions, and the nature of such conflict, whenever he or she becomes aware that a conflict exists or that **a conflict is** reasonably likely to occur **or that there is the appearance of a conflict**.
- 4.2 All Covered Individuals must complete and submit the attached "Declaration of Interest" to the Ethics Official.^[3]
- 4.3 Disclosure statements shall be updated annually and whenever there is a material change in the information they contain, and shall be maintained by the Ethics Official and made available for inspection by the Ethics Committee, and, only as deemed appropriate by the Ethics Committee, by the Board. Except as outlined above, these statements shall be maintained confidential.
- 4.4 An employee shall request authorization of the Executive Director before accepting holding an office or occupation outside his or her employment duties at the Global Fund or accepting an honor or decoration provided by an outside party if the employee believes that the proposed action may give rise to an actual or potential conflict of interest or the appearance thereof. Such requests shall be treated in accordance with the procedure set out in Section 5.4 of this Policy.**

5. Procedure when a Conflict of Interest Arises

- 5.1 All **actual or potential** conflicts of interest **or the appearance thereof** shall be immediately disclosed in writing to the Fund's Ethics Committee through the Ethics Official. Individuals are encouraged to consult with the Ethics Official or members of the Ethics Committee for guidance if questions arise in the application of this policy.
- 5.2 It is the duty of the Ethics Committee, with the assistance of the Ethics Official, to review these disclosures and to decide whether **an actual or potential** conflict of interest exists and, if so, whether to issue a waiver defining the extent to which such Covered Individual may participate in any discussion of the issue that has given rise to the conflict. The Ethics Committee may also, at its discretion, bring any conflicts issue to the entire Board (excluding the individual or individuals with potential conflicts) for discussion and determination.
- 5.3 When it is determined that **an actual or potential** conflict of interest exists, the Covered Individual shall not participate in the matter that has given rise to the conflict absent a waiver from the Ethics Committee. With respect to the Board, this means that the Covered Individual shall not vote or speak on the matter, and shall absent himself/herself without comment before any discussion or voting on the matter, unless a waiver has been granted by the Ethics Committee. The waiver may be designed to allow for any level of participation the Ethics Committee deems appropriate. For example, it may permit the Covered Individual to present information of a technical nature, but not recommendations. Or, it may permit the Covered Individual to attend the meeting in order to fulfill his or her administrative responsibilities, but not to participate in any discussion on issues that have given rise to the conflict of interest. The names of Covered Individuals with **actual or potential** conflicts of interest who participate in a particular meeting, and the issue on which there is a conflict, shall be recorded in the minutes for that meeting.

5.4 **The Executive Director may, in consultation with the Ethics Committee, authorize a Global Fund employee to accept or hold an office or occupation outside of his or her employment duties at the Global Fund, or to accept an honor or decoration provided by an outside party. When requested, the Ethics Committee shall state whether such authorization would result in an actual or potential conflict of interest.**

5.5 When the Board considers groups of proposals for approval, a Board Member's participation in the consideration shall generally not be considered to be a conflict of interest even though his or her country or entity that he or she represents may have a direct interest in a proposal in the group. When the Board considers specific proposals, the Covered Individual or any other person shall alert the Board of any **actual or potential** conflict of interest and follow the procedures outlined in this policy.

5.56 Should a Covered Individual be found to have an **actual or potential** conflict of interest that has not been disclosed as required above, or the Ethics Committee has reasonable cause to believe that a Covered Individual has failed to disclose an **actual or potential** conflict of interest, it will inform the Covered Individual of the basis for such belief and provide him or her with the opportunity to explain the alleged failure to disclose. If, after hearing the response and making further investigations as may be warranted, the Ethics Committee determines that the interested person has in fact failed to disclose an **actual or potential** conflict of interest, it shall notify the Board.

6. Gifts

6.1 All Covered Individuals and Associated Persons are prohibited from accepting Gifts under circumstances where it could reasonably be construed that the Gift is motivated by the position of the Covered Individual and interests that could be substantially affected by the Fund. All Covered Individuals and Associated Persons are prohibited from giving gifts where it could be reasonably construed that the gift is intended to affect the policies or practices of the Fund or any of the programs it funds. The Ethics Committee may waive this provision as appropriate.

6.2 Exceptions.

(a) A Covered Individual may accept unsolicited gifts on behalf of the Fund when refusal to do so would not be in the interest of the Fund. Gifts accepted on behalf of the Fund will be turned over to the Secretariat and handled under procedures developed by the Secretariat.

(b) A Covered Individual may accept unsolicited gifts or provide gifts having an aggregate value of \$20 or less, provided that the aggregate value of individual gifts received from or provided to any one person does not exceed \$50 in a calendar year.

(c) Widely attended gatherings and other events.

(i) When a Covered Individual is asked to present information on behalf of the Fund at a conference or other event, an offer of free attendance at the event is not covered under this policy when provided by the sponsor of the event.

(ii) Widely attended gatherings. The Secretariat may approve the free attendance of individuals at widely-attended gatherings on a case-by-case basis, and may develop procedures for such attendance in lieu of individual approvals. In

determining whether such approval is appropriate, the Secretariat should consider widely-attended gatherings to be those at which it is expected that a large number of persons will attend and that persons with a diversity of views or interests will be present, such that the actual and apparent degree of influence over the Covered Individual is sufficiently diluted.^[4]

7. Employment by the Global Fund Secretariat

Any individual who has served as a Board member, Alternate, a member of a Board Committee, or as Chair or Vice Chair of the Technical Review Panel shall not be eligible for employment by the Global Fund Secretariat until one year following their last date of service in such a position. The Ethics Committee may waive this provision as appropriate. **A request for such a waiver must be submitted by the concerned individual to the Ethics Committee before he or she applies for employment by the Secretariat. The Secretariat shall not take action on or accept an application for employment from such an individual unless a waiver has been granted by the Ethics Committee.**

8. Uncompensated Involvement of an Associated Person

An Associated Person of any employee of the Secretariat shall not be engaged to carry out work without compensation either on or outside the Global Fund premises.

9. Country Coordinating Mechanisms

The transparent operation of Country Coordinating Mechanisms is necessary for the effective implementation of programs financed by the Global Fund, and for the integrity of proposal development and approval. Covered Individuals shall, as appropriate, individually and through Associated Institutions use their best efforts to ensure that Country Coordinating Mechanisms operate in a transparent manner and actively safeguard against conflicts of interest.

10. Dissemination and Review of Policy

- 10.1 The Fund Secretariat shall distribute a copy of this policy to all Covered Individuals annually, along with a copy of the Declaration of Interest form.
- 10.2 Copies of this policy and the Declaration of Interest form shall be posted on the Fund website.

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- [1] With respect to those Board Members and other Covered Individuals who serve on the Fund as representatives of national governments or entities, nothing in this document will be construed as to prohibit such person's participation in matters under consideration that will directly or indirectly affect the financial interests of such national government or entity, except that no Board Member or other Covered Individual shall participate in the consideration of a specific funding request that has been submitted by that government or entity, or any decision through which the government or entity may receive a direct financial benefit (e.g., a grant or a contract or policy), unless such participation has been authorized by the Board.
- [2] Professional employees are those who have significant decision-making authority, as opposed to support staff positions. The Executive Director will determine whether a particular individual is covered in circumstances where there is uncertainty.
- [3] Covered Individuals who are already subject to a code of ethics or standards of conduct regulation, and who, under such code or regulation, are required to complete and file a disclosure form that includes the information requested in the attached Declaration of Interest, may submit such form in lieu of the attached Declaration of Interest.
- [4] For Covered Individuals who serve on the Fund as representatives of governments, corporations, or organizations, and where such individual is subject to a code of ethics or standards of conduct regulation as a result of such position, such individual may accept complimentary invitations to widely-attended gatherings otherwise prohibited by this policy where attendance is permitted under the code of ethics or standards of conduct to which the individual is subject.