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**Template - Independence and Confidentiality Undertaking
for the
Members of the Ad-Hoc Nominations Committee**

I, _____, as a Member of the Ad-Hoc Nominations Committee (the “Nominations Committee”), acknowledge and agree that the selection of the Executive Director must be conducted in a non-political, open and competitive manner. Accordingly, I agree that members of the Nominations Committee must not act in any manner that will undermine public confidence and trust in the selection process.

In order to ensure fairness and integrity in the Global Fund’s decision-making process, I undertake to discharge my functions and responsibilities as a member of the Nominations Committee with the interests of the Global Fund alone in mind. I will accordingly not seek or accept instructions in regard to the performance of these functions from anyone.

In the event I experience attempts by individuals to influence my functions on the Nominations Committee, I will immediately inform the Chair of the Nominations Committee. I understand and agree that in order to promote an open and transparent process the Chair may provide such information to the other members of the Nominations Committee.

I also acknowledge that the deliberations of the Nominations Committee should be protected from disclosure in order to (i) safeguard the privacy of applicants to serve as Executive Director (the “Candidates”); and (ii) promote open and frank deliberations amongst Nominations Committee members.

Consequently, I agree to keep confidential all non-public information known to me by reason of my participation on the Nominations Committee, with the exception of the findings and recommendations released in the Nominations Committee’s report(s) to the Board (the “Confidential Information”). Confidential Information includes, but is not limited to, the following:

- i. Personal information of the Candidates, including information relating to employment history, remuneration for current and prior employment, and physical or mental health;
- ii. Viewpoints expressed by Nominations Committee Members, including myself, on matters relating to the work of the Nominations Committee, such as viewpoints on the qualities, deficiencies and independence of individual Candidates; and
- iii. Information on the background and rationale for the Nominations Committee’s recommendations that extend beyond the information provided in the Nominations Committee’s report(s) to the Board.

I agree and undertake that I shall not reveal the nature or the contents of Confidential Information to anyone, including the media. In the event I receive requests from external parties for information on the work of the Nominations Committee that could be considered confidential, I will respond that the deliberations of the Nominations Committee are confidential, and the Nominations Committee will issue its report to the Board in due course.

Notwithstanding the above, upon the written approval of the Chair of the Nominations Committee I may allow access to Confidential Information to a designated individual solely for the purpose of receiving administrative assistance. In such an event, I will ensure that this assistant executes an undertaking containing substantially the same obligations as contained in this Independence and Confidentiality Undertaking. In addition, upon the formal request of the Board Chair I shall be able to discuss the contents of Confidential Information with Board Members who are similarly bound by the non-disclosure obligations contained in this undertaking.

Signed: _____

Date: _____

Statement of Work of Executive Search Firm appointed by the AHNC

Title: Consultancy services to the Global Fund Board's 2012 nine member Ad-Hoc Nominations Committee ('AHNC') in regard to the appointment of the next Executive Director of the Global Fund.

Introduction: On 11 May 2012, the Global Fund Board mandated the AHNC to initiate a selection process for the next Executive Director of the Global Fund according to Board approved AHNC Terms of Reference set out at Annex 1 to this Statement of Work. This Statement of Work describes the services required by the AHNC as part of that comprehensive process.

Background: In early February 2012, the Global Fund Board affirmed the appointment of a General Manager for a one-year term, reporting directly to the Board to accelerate a transformation of the Global Fund's internal management and administration. From the date of his appointment, all Global Fund employees reported to the General Manager.

Also in early February 2012, the Board received notification from the incumbent Executive Director that he would end his term of service on 16 March 2012. At the time of affirming the General Manager's interim appointment, the Board agreed that a search for the next Executive Director would need to be instituted within the first half of 2012, to ensure a timely appointment within the remainder of the 2012 calendar year.

During a March 2012 Board Retreat, consideration was given to the AHNC's size and mandate, and the key competencies that should feature in any revised Terms of Reference for the Executive Director.

The key competencies for the Executive Director that were endorsed by the Board at its May 2012 meeting (with the first being of highest priority) are:

- a. An exceptional manager of people and systems;
- b. A proven leader, a visionary, a person preferable with prior engagement with the Global South;
- c. Strong public relations skills in their field; and
- d. Preferably, substantive knowledge and experience in international development and/or international health financing and/or the three diseases and/or public health.

At its May 2012 meeting, the Board also affirmed its strong commitment to diversity at the executive level of the Global Fund. It paid particular focus to gender diversity, acknowledging that short lists of candidates for senior roles that have only men, or a majority of men do not represent the full extent of potential talent across the world.

The Board's formulation for this search is that the AHNC's short list of up to four candidates for the Executive Director role must have at least as many women as men.

Objective: The Global Fund Board holds the authority to appoint the Executive Director. The AHNC has a mandate to present to the Board a short-list of up to four strong candidates. The Executive Search Firm ('Consultant') will assist the AHNC to identify appropriate candidates for the position of Executive Director of the Global Fund through a global, far-reaching and highly proactive search effort.

Tasks: Within the Contract Period stated below, the Consultant will:

Phase 1

1. Gain an initial understanding of the profile/role of Executive Director, based on a detailed briefing from the AHNC, and under the general supervision of the AHNC through: (i) broad outreach to each of the voting and non-voting constituencies of the Global Fund Board, (ii) discussions with the Board Chair and Vice-Chair, and (iii) any technical information provided by the Global Fund's Human Resources department.
2. Use their breadth of executive search firm experience to provide strategic inputs into the AHNC-led process of refining the Executive Director Terms of Reference ('ED TORs'). The goal of this exercise is to ensure that any revised ED TORs (to be incorporated in the role specification discussed below) are aligned fully to the four key competencies that the Board agreed to at its 10–11 May 2012 meeting, and present a coherent framework attract high caliber candidates.
3. Thereafter, develop a formal Role Specification that will be used in the global search for suitable candidates once approved by the AHNC.
4. Work with the AHNC to develop a detailed timetable of actions outlining the search process including timelines for the completion of the different stages of the search taking into account:
 - a. The high level indicative timetable set out at Annex 1 to this Statement of Work (as was refined on 4 June 2012); and

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- b. Amongst other items, the specific elements of the consultancy set out in paragraph 5 below.
5. Design and propose to the AHNC for its approval:
- a. A robust framework and methodology for screening all applications for the Executive Director role, taking into account the key competencies, and the final ED TORs as approved by the Global Fund Board (anticipated being in late June 2012). The Consultant must ensure that the screening criteria address potential (unintended) biases in regard to competencies of people from non-English speaking countries, and ensure that highly suitable applicants across the world are not disadvantaged through such screening criteria; and
 - b. A highly proactive, targeted outreach campaign to attract world-class applications for the Executive Director role. This campaign:
 - i. Should include advertisements in a focused number of relevant publications across the world, to ensure notification of the search within key markets;
 - ii. Must be developed in a manner that also seeks out currently unknown but highly capable talent. Accordingly, its design must also consider:
 - 1. How to best utilize the networks of the non-voting constituencies of the Global Fund Board, and beyond (accessing regional and inter/intra governmental networks such as SADC, ECOWAS, CARICOM, the African Union, ASEAN, and the Organization of Islamic Cooperation). This is to ensure that applications are drawn from sources in addition to the global database and network of senior contacts that the Consultant already has.

The Consultant should work with Constituency Focal Points on engagement strategies, to ensure that they are targeted and relevant to particular regional contexts; and

- 2. How to undertake the outreach (whether in print, electronically, or other means) in a manner that ensures applications from highly talented persons. Clarity of message and ease of comprehension will be critically important.

Phase 2

6. Once the ED TORs, Role Specification and outreach program are agreed, conduct an appropriate global search for candidates, focusing on both the Global South and Global North, and identifying female talent as well as male talent, including:
 - a. Manage a comprehensive applications receiving and sorting database (email, fax and mailed submissions). This includes proactive outreach to people to stimulate enquiries and subsequent applications;
 - b. Follow up on applications to ascertain their veracity if there is some question on completeness or relevance; and
 - c. Be in routine contact with the AHNC in regard to the pool of applications from time to time, to identify potential gaps in regional reach and/or gender diversity before the closing date of applications. If gaps are perceived to exist, the AHNC will provide guidance to the Consultant to ensure a broader, more appropriate pool of candidates is presented for consideration.

7. As a pre-screening exercise, the Consultant will apply the criteria developed under item 5.a above to identify from the total pool of applications, a list of proposed suitably qualified candidates (the upper ceiling number of which is to be settled by the AHNC in consultation with the Consultant) through a combination of:
 - a. Screening of resumes/curricula vitae according to the fully documented criteria; and
 - b. Telephone and/or in-person pre-screening interviews by the Consultant for candidates that the Consultant believes important to clarify appropriateness for inclusion in the list.

When the list is presented to the AHNC, it will be accompanied by a detailed report on the profile of each included candidate, and areas that would be necessary to further explore.

8. Thereafter, the AHNC, with the support of the Consultant, will develop a refined short list of up to ten (10) candidates to be interviewed by the AHNC.

9. Make arrangements, in coordination with the AHNC and with the support of the Office of the Board Chair and Vice-Chair, to conduct in-depth interviews with the short-listed candidates. The Consultant is requested to providing guidance to the AHNC throughout the interview process to ensure principles of equality and fairness are fully adhered, whilst ensuring that the interview stage is robust and explores fully the specific competencies of the respective candidates. The Consultant is

also requested to share best-practice information on effective interview techniques in advance of the interview stage.

10. Ensure comprehensive reference checks are undertaken on the short-listed candidates, targeting specifically any areas identified through the interview process having regard to the key competencies of the ED TORs.
11. If requested by the AHNC, arrange for additional assessments of short listed candidates to enable full consideration of their key competencies and overall suitability for the role.
12. Preparation of complete files (including detailed references) for the final short list of up to four candidates for presentation to the Board.
13. As required, assist the Board with facilitating contractual negotiations with the selected candidate.

Throughout the duration of the consultancy

14. Provide administrative support to the AHNC (including meetings held in-person or by teleconference), including: preparing and circulating records of AHNC meetings; tracking actions and their implementation; and preparing the overall outline and technical content of AHNC reports to be issued to the Board (for example, technical data on screening processes, and other methodologies and systems used by the Consultant).
15. Ensure that the person appointed as principal officer for the consultancy has both the relevant seniority within the firm and sufficient professional time to dedicate to this process, and can assure the Global Fund of the highest level of service for this key role.
16. Ensure that the Consultant brings to its role the capacity to deliver services at a global level. As such, ensure that the principal officer for the consultancy is fluent in English and, preferably, has a working knowledge of at least one of the other official languages of the United Nations. The team providing support to this principal officer must also have fluency in English, and then between them as a comprehensive team, a large linguistic diversity to cover geographical and cultural diversity of the world.
17. Fulfillment of this Statement of Work may require the engagement of senior level experienced personnel from other global offices within the Consultant's own firm, or partnership with highly capable regionally based organizations to ensure broad, proactive outreach to find talent that may not already be known.

Deliverables: Refer to Tasks section above

Place of Performance: The work will be performed variously in Geneva, the Consultants usual office of business, and at other locations that may be agreed between the AHNC and the Consultant from time to time.

Period of Performance: The period of performance is 4 June 2012 to 30 November 2012

Attachments: Annex 1 – High level indicative timetable for the Executive Director search and decision making process

Dated: 4 June 2012

**Role Specification
(incorporating the Executive Director Terms of Reference)**

INTRODUCTION

This specification should be read in conjunction with information available on the Global Fund's website at: <http://www.theglobalfund.org>

The Global Fund intends to appoint a new Executive Director. This person will be an exceptional leader and manager of people and systems. She/he will be a gifted communicator. She/he will carry authority based on relevant substantive expertise and experience in implementing countries. She/he will possess or acquire a clear understanding of the Fund's strategy and will impart a compelling vision for its realization.

The Executive Director will bring these competencies together to achieve the Global Fund's mission: to attract, manage and disburse additional resources to make a sustainable and significant contribution in the fight against AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the Millennium Development Goals.

The Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)

Background

The Global Fund is a unique, public-private partnership and international financing institution dedicated to attracting and disbursing additional resources to prevent and treat HIV and AIDS, tuberculosis and malaria. This partnership between governments, civil society, the private sector and affected communities represents an innovative approach to international cooperation in the health sector, specifically in relation to health financing. The Global Fund's model is centered on the concepts of country ownership and performance-based funding, which means that people in countries direct and implement their own programs based on their priorities and the Global Fund provides financing on the condition that verifiable results are achieved.

Since its creation in 2002, the Global Fund has become the main financier of programs to reverse the burden of AIDS, tuberculosis and malaria, with approved funding of US\$ 22.6 billion for more than 1,000 programs in 150 countries. To date, programs supported by the Global Fund have provided AIDS treatment for 3.3 million people, anti-tuberculosis treatment for 8.6 million people and 230 million long lasting insecticidal nets (LLINs) for the prevention of malaria. The Global Fund works in close collaboration with other bilateral and multilateral organizations to supplement existing efforts in dealing with the three diseases.

The Global Fund's 2012 – 2016 Strategic Direction

The Global Fund's 2012-2016 strategic plan "*Investing for Impact*" challenges the organization to invest more strategically, evolve funding models, support implementation success, promote and protect human rights and sustain the gains and raise the funds. The targets which this strategy aims to meet by 2016 include: having a combined 7.3 million people alive and receiving live-saving anti-retroviral therapy for AIDS; the annual delivery of 4.6 million DOTS courses to treat tuberculosis; and the annual distribution of 90 million LLINs.

The achievement of these targets will make a substantial contribution to worldwide prevention and treatment targets to 2016, including the Millennium Development Goals

The 2012 – 2016 Strategy Framework is set out in Appendix I.

Transforming the Global Fund for increased impact

In early 2012, the Global Fund embarked on a 12-month transformation of its organization, management, and culture under the leadership of an interim General Manager.

The centerpiece of the transformation is the Global Fund’s reform of its system of managing grants - to modify the way countries apply for grants, reduce complexity without losing focus and validity, make the timing of the process more flexible, and ultimately to shorten the time from application to disbursement of funds. A critical enabler of this program is stimulating countries to apply for funding for what works in their context, and in the framework of the other in-country stakeholders who are supporting their efforts.

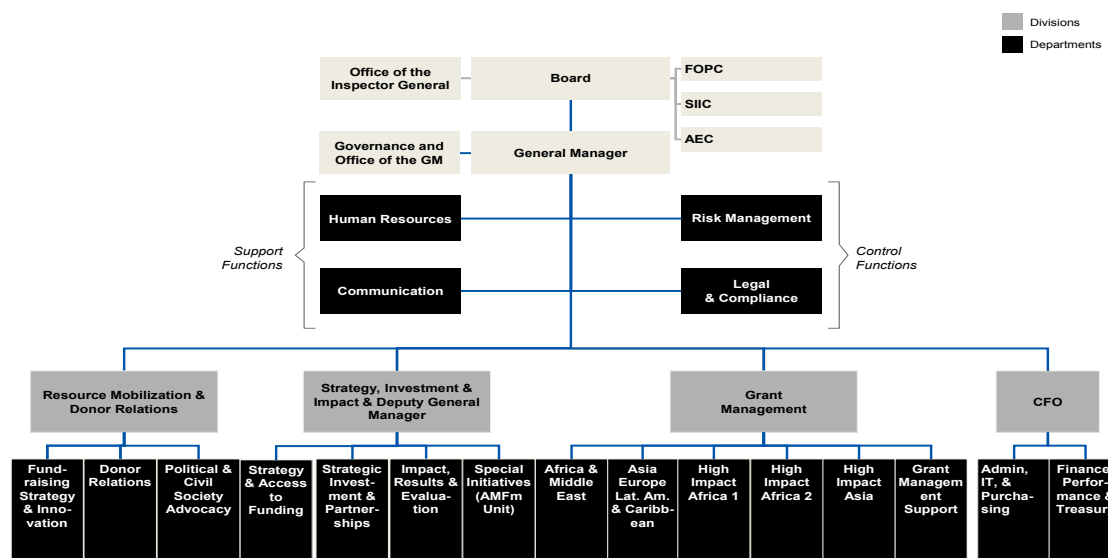
Amidst this transformation, the Fund is clear that it remains a funding instrument, and not an implementing agency. However, the Fund is also clear that it must leverage its partnerships more effectively to sustain and enhance impact at the country level. Therefore, a key focus for the Fund moving forward is to ensure that it contributes to lasting improvements in in-country health systems, to enhance the ability of countries themselves to more effectively fund and manage the delivery of high-quality services to their populations as appropriate to their epidemics.

Leadership and Organization

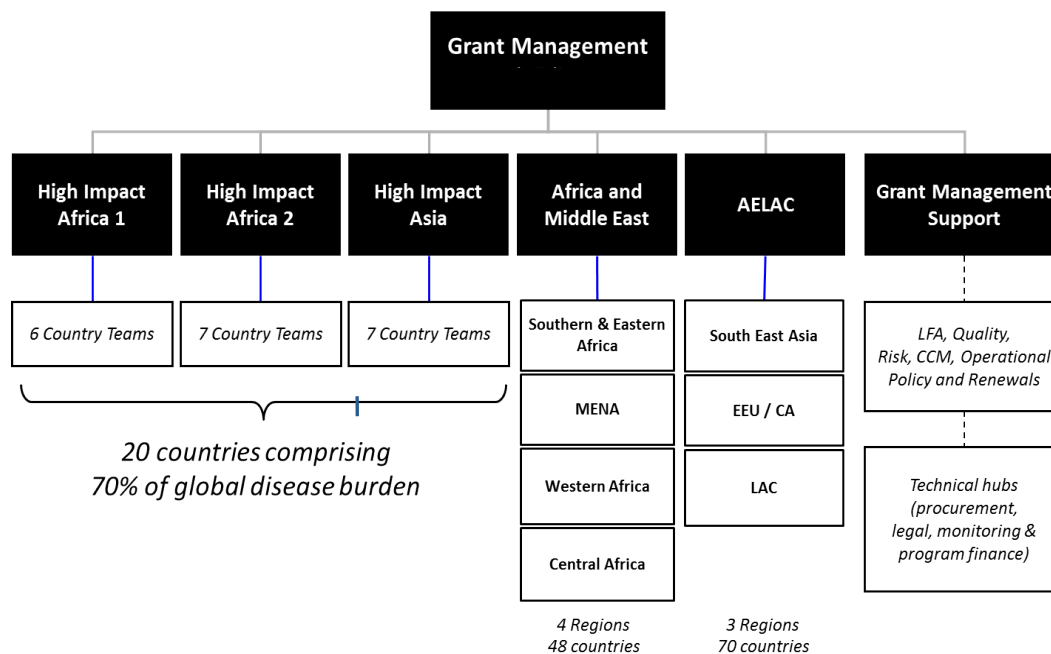
The structure of the Secretariat has been reorganized to reflect the Fund’s 2012 three key priorities:

- Strengthening the foundations (reorganization of grant management and other divisions)
- Implementing the Strategy
- Securing the Resources

The Secretariat’s revised 2012 structure for its approximately 500 staff is set out below. When appointed, the Executive Director will take the place of the General Manager.



To ensure alignment with the 2012 – 2016 strategy, within the Grant Management Division, a more acute emphasis is also now being placed on the needs of low-income and high-burden countries. This is reflected in the detailed Grant Management Division structure below.



In early February 2012, a new internal governance system was also created for the Secretariat, geared to foster teamwork, and enable transparent, collegial decision-making. The General Manager established a Management Executive Committee, an Executive Grant Management Committee, a Funding and Finance Executive Committee and a Disease Executive Committee for each of the three diseases. The meetings of these Committees allow the Fund’s senior managers actively to review its operations, make necessary course-corrections, and take advantage of opportunities as they arise.

The Executive Director will be responsible for taking forward and cementing this transformation, to ensure the continued utilization of effective and efficient business processes that best serve the Global Fund and its stakeholders. The new Executive Director will come to a newly formed management structure that provides a strong basis and opportunity to shape and strengthen the way the Global Fund works over the coming years.

THE ROLE

Introduction

The Executive Director is the Chief Executive Officer of the Global Fund. She/he is responsible for the overall leadership and management of the Global Fund’s operational and administrative functions. Working under the guidance of the Global Fund Board, the Executive Director defines the institution’s strategic vision, and is accountable for its implementation and the results achieved.

The Executive Director maintains strong relationships with a diverse range of stakeholders that are important collaborators in the Global Fund's efforts.

The Executive Director has the responsibility and accountability to set the tone for the Global Fund Secretariat's internal and external interactions by exemplifying values of high ethical standards, integrity, and fairness. She/he must act in the best interests of the Global Fund in all contexts, and is responsible for ensuring this culture prevails across the organization's employees and contractors.

Duties and Responsibilities

The Executive Director reports to the Global Fund Board. Working closely with the leadership of the Global Fund Board and its standing Committees, and with the Office of the Inspector General, the Executive Director's primary responsibilities are as set out below.

Managing Finance, People and Systems

The Executive Director will:

Operational management

- a. Ensure that the Global Fund's organizational structure, operational policies and other business processes are sound and able effectively to deliver on the strategic objectives defined by the Global Fund Board;
- b. Exercise authority over personnel and human-resource matters and further strengthen performance management by tracking key performance indicators across the organization;
- c. Maintain a positive work environment that facilitates collaboration and information sharing and is conducive to attracting, retaining, and motivating diverse talent;
- d. Lead the Secretariat's internal management committees as the mechanism for ensuring aligned internal leadership and implementation; and
- e. Effectively manage operational or financial matters to deliver on the mandate of the Global Fund, including by seeking additional authorities from the Board as may be needed to address risks that arise proactively and effectively.

Financial management

- f. Present annual financial budgets for Board approval that link to operational work plans, and more routinely throughout the fiscal year, multi-year resource projections for the transparent management of resources;
- g. Work closely with the Chief Financial Officer to ensure the overall transparent and effective financial and administrative functionality of the Global Fund and its assets; and
- h. Oversee the management and implementation of all organizational contracts according to corporate procurement systems and practices that deliver value for money and focus on the primary work of the Global Fund.

Official representation

- i. Represent the Global Fund before any competent authority (in particular any Federal or Cantonal authority of Switzerland), when delegated by the Chair and Vice-Chair of the Board.

Strategic Leadership and Delivery

The Executive Director will:

- a. Operationalize, lead and monitor the implementation of the Global Fund's Strategy, and ensure the effective implementation of new business models and instruments to deliver on the strategic objectives;
- b. Represent the Global Fund Secretariat at the highest level, ensuring its role within the global public health architecture is well understood, through direct engagement with policy-makers and the execution of an effective media strategy;
- c. In close collaboration with the Office of the Inspector General and Audit and Ethics Committee of the Board, ensure that there are strong fiduciary controls in place to monitor the use of Global Fund resources;
- d. Effectively manage risk in the portfolio and the Secretariat's operations, including, but not limited to, the development of rigorous management and communications systems to ensure the implementation of and strict adherence to Board decisions and other Global Fund policies in a timely manner; and
- e. Ensure meaningful monitoring and evaluation of Global Fund programs and performance and the provision of accurate analysis and routine reporting on the impact and performance of the Global Fund's grant portfolio.

Partner engagement, working with the Board, and mobilizing resources

The Executive Director is responsible for building and maintaining effective alliances as part of a coordinated response to the three diseases at the country and international levels. This includes effective interactions with and responsiveness to the full range of public and private partners that are key stakeholders in building and sustaining appropriate national level responses.

Partner engagement

To safeguard and continually strengthen the effectiveness, reputation, and profile of the Global Fund, the Executive Director will work closely with the Board and its committees to:

- a. Build and maintain effective alliances and operational collaboration with public and private partners, such as governments of implementing countries, United Nations agencies, bilateral donors, non-governmental organizations, the business sector, civil society actors, and communities infected and affected by the three diseases;
- b. Represent the Global Fund and its work with external stakeholders to build effective partnerships with public and private entities to support the work of the Fund;
- c. Strengthen access by implementing countries and affected populations to cost-effective, innovative products and services that increase the availability of high quality, sustainable services that are most relevant to the specific epidemiological context in which implementation is occurring;
- d. Interact with governments at the highest political level to advocate for an appropriate level of national resources to be directed to at risk populations; and
- e. Maintain effective communications with all stakeholders.

Mobilizing and sustaining resources

To support the Board in its core function of mobilizing public and private sector donors to support the mission of the Global Fund, the Executive Director will:

- f. Provide strategic guidance for resource mobilization and the implementation of the Global Fund's replenishment mechanism;
- g. Oversee and advance the development of new funding streams for the Fund, broadening the donor base and encouraging increased investment in programs from implementing countries themselves;
- h. Ensure the highest level of confidence among public and private donors in the Global Fund operations and impact to support longer term predictable financing being contributed to the Global Fund as the multi-lateral financing mechanism of choice for the three diseases; and
- i. Engage with other regional groups of implementing and non-implementing countries, communicating the Global Fund's purpose and aiming to secure their support

Working with the Board

To support the Board in its strategic leadership of the organization, the Executive Director will:

- j. Report to the Board on the operational, administrative, and financial aspects of the Global Fund at each Board meeting;
- k. Ensure that the Board is made aware, in a timely way, of key strategic and other material operational challenges the Secretariat is encountering in the course of its work;
- l. Represent the management of the Secretariat at Board Meetings, and ensure effective and timely preparation and distribution of all materials in accordance with Board mandated policies and procedures;
- m. Participate (or nominate a delegate to participate) at all non-Executive sessions of Committee meetings, and assist the Committees of the Board, their advisory and technical panels and other support structures; and
- n. Communicate Board decisions to the Global Fund's staff, and other relevant stakeholders.

CANDIDATE PROFILE

KNOWLEDGE AND EXPERIENCE

Candidates for the role of Executive Director will be able to prove their:

- Track record as senior managers of complex and internationally diverse organizations;
- Success as builders of mutually supportive multi-cultural teams;
- Leadership of organizations operating in changing global contexts;
- Exposure to a range of partnership models in both financing and delivery of programs;
- Sensitivity to issues relating to HR management, diversity, gender equity, and human rights internally and externally;
- Fluency in English and experience of working in a multi-lingual environment.

It will be desirable for candidates to bring:

- Credentials in the creation and cultivation of successful partnerships with governments, civil society actors, and the private sector;
- Substantive knowledge and experience in one or several of the following areas: international development, international health financing, public health and/or in responding to the three diseases;
- Experience of working effectively in and/or with implementing countries;
- Fluency in another language or languages.

COMPETENCIES

The core competencies required for the role are:

Operational Management Skills

- Exceptional management skills of people, finances and systems, with a proven capacity to motivate and lead an multi-disciplinary management team to achieve organizational goals according to a risk-aware implementation framework;
- Team-building ability, the capacity to instill a culture that values measurable achievement, mutual support, and compliance with organizational processes;
- A focus on sustainable results that deliver improved health outcomes for affected populations;
- A grasp of detail and an understanding of international health financing through grant and/or loan-making and grant/loan-management, or comparable financing mechanisms, balanced by well-developed delegation and senior team management skills;
- An ability to make difficult decisions when required on organizational development, balanced by experience in constructive engagement with staff on change management processes and their value to the organization as a whole;
- A facilitative approach that enables effective delivery with and through partner organizations.

Strategic Capability

- A strong analytical mind and the ability to grasp the nature and direction of the Global Fund strategy and help shape it in the future;
- The capacity to work collaboratively with a large and complex Board in the development and articulation of its vision and on its translation into tangible results and longer term impact;
- An appreciation of the issues facing partners in implementing countries and opportunities that exist to alleviate barriers to successful implementation of national programs;
- A clear focus on organizational goals amid multiple competing risks and demands, and a capacity to prioritize effectively in order to deliver results.

Advocacy and Representation Skills

- Strong public-speaking and influencing skills;
- Presence and gravitas in dealings with partners from a variety of backgrounds;
- An ability to engage and operate effectively at the highest political levels;
- Understanding of, and an ability to strategically lead on resource mobilization activities.

Personal Attributes

- Strong inter-personal skills;
- Integrity;
- Familiarity and ease with a variety of cultures and comfort with diverse groups;
- Strength of personality and robustness of intellect;
- Sound judgment combined with humility and a focus on personal development and continued learning;
- The ability to work with a multi-constituency board as a credible partner: informing its decisions and deriving the maximum advantage for the Global Fund from its collective experience.

Location

The Executive Director will be based at the Global Fund's secretariat in Geneva. She/he will travel extensively.

The working language of the Fund is English, with many other languages spoken.

Term of Appointment and Performance Expectations

The performance-based approach the Fund adopts to its programs, applies also to its leadership. The anticipated initial term of appointment for the Executive Director is for four years. Employment is strictly subject to performance against an agreed set of criteria through an annual review process.

**Structured Interview Questions asked of all candidates
during AHNC candidate evaluation phase**

The questions below reflect questions asked of all candidates interviewed on 10 – 11 October and 25 October 2012. In addition, candidates were probed on many other areas, as arose from their individual experiences and background. The questions below are organized under areas prioritized by the Board in the revised Terms of Reference approved in July 2012

Knowledge and Experience: Complexities around Team-Building

1. Please talk about the most complex teams you have managed, composed of people from different cultural backgrounds, and how you draw individuals to form teams.
2. How do you address conflict in your senior teams? Illustrate your approach to managing underperformance in your team with an example.
3. How would you review and reconstruct your senior executive team for the Global Fund? In particular, what complementary profile would you seek in your Deputy?

Knowledge & Experience: Health or other Financing Mechanisms and Partnership Models

4. What is the closest parallel to the Global Fund's partnership model from your own experience? How would you apply your experiences to the Global Fund context?

Knowledge & Experience: Leadership of organizations in changing global contexts; Competency: Strategic Capability – Adaptation and Prioritization

5. Where does the Global Fund fit in the changing global public health architecture? In an environment of changing external realities, what do you see as the Global Fund's particular challenges?
6. What do you think from your past experience is closest to the Global Fund's performance-based funding model? Knowing where the Global Fund invests, there will always be a number of grants that do not perform well. How would you manage the inevitable tensions that poor performance creates?

Knowledge and Experience: Credentials in related sectors

7. The Fund is a financing mechanism, and can only achieve its mission through credible partnerships. How would you engage with the wide range of partners to ensure success?

Knowledge and Experience: Organizational Leadership

8. How would you measure success in the role of Executive Director in the first twelve months? *[10-12 minute candidate presentation]*

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9. How would you describe your vision to staff in the first week?
 10. Where do you see the closest parallels in the governance structures of your former organizations and that of the Global Fund? Where are the biggest differences? What do you think might be your biggest challenges in working with a multi-constituency board?
 11. Describe your approach to working with the Board of the Global Fund and in particular its Chair and Vice Chair.
 12. We are often confronted with the dilemma of having to choose between what is right and what is best for our organization. Give us one example of a situation in which you faced this kind of ethical dilemma and tell us how you handled it.
 13. There are two philosophies about regulations and policies. One is that they are to be followed to the letter; the other is that they are just guidelines. Through a clear example, please share with us where you sit on the spectrum of these two philosophies.
 14. If we were to ask some of your colleagues and friends to give us a few words or short phrases about you, without explaining why they would use them, what words or phrases do you think they would say?