

**RECOMMENDATIONS OF THE 2013 INSPECTOR GENERAL  
AD-HOC NOMINATIONS COMMITTEE**

**INDEX OF ANNEXES**

2. IG AHNC Annotated Work Plan (edited to 10 June 2013)

This document is part of an internal deliberative process of the Global Fund and as such cannot be made public under after conclusion of the Board Meeting in June 2013.

2013 Inspector General Ad-Hoc Nominations Committee  
**Summary Work Plan - Key Milestones**

**AHNC Approved - 22 March 2013**  
**Status Update Version: 10 June 2013**

**Internal Governance Document**

<u>Key</u>			
	Work stream heading		
	Major work stream completed		
	Individual item within a work stream is completed		
	In-person AHNC Meeting (London)		
Step	Milestone	Proposed Timeline (working to 18-19 June 2013 appointment decision)	Status/Notes
<b>1</b>	<b>Constituting Inspector General Ad-Hoc Nominations Committee ('IG AHNC') - Terms of Reference finalized, and Board constituency representation identified</b>	<b>Concluded on 15 March</b>	
	(a) Board Chair and Vice Chair proposal to be circulated to the Board for final inputs prior to formal request for endorsement.	11 February	Draft presented on informal basis at 28th Board Meeting. Informal inputs received. New proposal tabled on 31 January 2013 for Coordinating Group input, before circulated to Board for final endorsement)
	(b) Input period. Final comments on TORs for IG AHNC, and donor and implementer blocs, and World Bank, formally confirm member nominees for AHNC.	12-19 February	Donor and Implementer Bloc, and World Bank, to provide detailed CV and letters of interest from proposed members, to demonstrate that each person has relevant experience to the work of the AHNC
	(c) Incorporate changes (if any) into IG AHNC Terms of Reference and issue for Board Vote	20 - 25 February	The extended time was used to consult the AEC on its role to assess ethical risks arising from candidate conflicts of interest in line with the AEC Charter.
	(d) Board voting period to approve TORs	5 March - 15 March	The materials were sent to the Board on 5 March 2013, requesting approval of B28/EDP/12, with supporting paper numbered B28/ER/09, and Attachment 1
	(e) Notification to Board of approved IG AHNC Terms of Reference	18 March	The Board received confirmation of approval of B28/EDP/12 on 18 March 2013 as planned
<b>2</b>	<b>Constituting IG AHNC - identification of independent members</b>	<b>Concluded on 5 March</b>	<b>Concurrent with Item 1</b>
	(a) AEC Chair and Vice Chair formal enquiry to AEC independent members to join IG -AHNC having regard to membership from Board constituency-affiliated members	12 - 15 February	AEC independent members will be invited but need not commit to membership of the AHNC if work commitments prevent full engagement
	(b) If required, AEC Chair and Vice Chair to review 2012 applications for independent members of the AEC and persons to serve on expert selection panel for AEC, and identify a short list of up to 4 suitably qualified persons, and seek expressions of interest from those persons depending on the outcome of step 2(a)	Not required	Two AEC independent members have confirmed their availability.
	(c) If required, 5 Board constituency-affiliated members undertake a desk review the CVs of the persons identified under step 2(b), and confirm the participation of one or two persons	Not required	Two AEC independent members have confirmed their availability.
	(d) Share names of 7 member IG AHNC with Board	5 March	Was included as part of the Decision Point requesting approval of the IG AHNC Terms of Reference, B28/EDP/12.

<b>Step</b>	<b>Milestone</b>	<b>Proposed Timeline</b> (working to 18-19 June 2013 appointment decision)	<b>Status/Notes</b>
<b>3</b>	<b>Engagement of Executive Search Firm</b>	<b>Concluded on 15 February</b>	<b>Concurrent with Items 1, 2 and 4</b>
	(a) Receive draft proposal from Russell Reynolds Associates	14 January	At the 28th Board meeting, Board colleagues noted the strategic advantages to the Global Fund of RRA being selected as Executive Search Firm for this work
	(b) Finalize contracting	15 February	The initial proposal was reviewed by the Board Leadership and Legal Counsel (for administrative transparency). The contract was concluded through the Global Fund's standard payment systems.
<b>4</b>	<b>Revising the Charter of the Office of the Inspector General</b>	<b>Concluded on 20 March</b>	<b>Concurrent with items 1, 2, 3, and 5</b>
	(a) AEC Chair and Vice Chair to work in conjunction with the Global Fund's Legal Counsel and Interim Inspector General to identify essential modifications to the Charter of the Office of the Inspector General to bring into effect the 2011 reforms, the High Level Panel recommendations on accessing staff data, and other essential changes	11 - 15 February	
	(b) Proposal circulated by the Board Chair and Vice Chair for inputs under cover of explanatory note	19 - 22 February	A stand-alone Terms of Reference for the Inspector General was also developed concurrently (refer heading 5 below).
	(c) Two conference calls hosted with Board constituencies for inputs, and written submissions provided by 26 February. All inputs collated and shared with AEC and the Board.	25 - 28 February	Calls at two times to facilitate broad constituency engagement (topic 5(c) was also discussed)
	(d) AEC refine the material with technical support from Legal Counsel and Interim Inspector General	4 - 8 March	The Board Chair and Vice Chair have asked the AEC to also make a final recommendation on the TORs (section 5) due to the interrelated nature of the 2 documents, although the Board Operating Procedures request the proposal to come from the Board Chair and Vice Chair.
	(e) AEC recommends final proposal for OIG Charter for Board vote after incorporating inputs from Board colleagues, and Board Voting Period	12 - 19 March	The materials were sent to the Board on 12 March 2013, requesting approval of B28/EDP/16, with supporting paper numbered B28/ER/12.
	(f) Note to Board to confirm approval of Charter amendments	20 March	The Board received confirmation of approval of B28/EDP/16 on 20 March 2013.

<b>Step</b>	<b>Milestone</b>	<b>Proposed Timeline</b> (working to 18-19 June 2013 appointment decision)	<b>Status/Notes</b>
<b>5</b>	<b>Developing Inspector General Terms of Reference</b>	<b>Completed on 20 March</b>	<b>Concurrent with items 1 to 4</b>
	(a) AEC Chair and Vice Chair to work in conjunction with the Global Fund's Legal Counsel and Interim Inspector General to present to the Board a first draft of a proposed revised TORs for the Global Fund's inspector General for broad consultation and input	11 - 15 February	Draft to take the overall structure of the ED TORs, and to incorporate inputs from the AEC Chair and Vice Chair, Interim IG, and draw heavily from the High Level Panel on appropriate responsibilities for the senior executive who leads the Office of the Inspector General
	(b) Proposal circulated by the Board Chair and Vice Chair for inputs under cover of explanatory note	19 - 22 February	Cover note will propose calls that take the same structure as the ED process
	(c) Two conference calls hosted by AEC Chair with Board constituencies for inputs	25 February	Calls at two times to facilitate broad constituency engagement
	<b>Developing Inspector General Terms of Reference (continued)</b>	<b>Completed on 20 March</b>	<b>Concurrent with items 1 to 4</b>
	(d) AEC refine the material with technical support from Legal Counsel and Interim Inspector General	4 - 8 March	Refer to the comment for item 4(d) above
	(e) AEC recommends final proposal for IG TORs for Board vote after incorporating inputs from Board colleagues, and Board Voting Period	12 - 19 March	The materials were sent to the Board on 12 March 2013, requesting approval of B28/EDP/16, with supporting paper numbered B28/ER/12.
	(f) Board approval of the new IG TORs confirmed	20 March	The Board received confirmation of approval of B28/EDP/16 on 20 March 2013.
<b>6</b>	<b>Candidate Search</b>	<b>Concluded on 6 May</b>	
	(a) Development of 'Role Specification', outreach strategy, high-level pre-screening criteria to identify the strongest of candidates	1 -20 March	Work was led by Executive Search Firm, and integrated final Terms of Reference into the Role Specification as approved by the Board (step 5(f)).
	(b) Issuing of concurrent advertisements in targeted, appropriate locations, and then commencing broad outreach (which includes tools for Board constituencies - voting and non-voting - to act as a referral source to Russell Reynolds).	19 - 22 March	Based on lessons learned - the campaign was largely electronic, with an official advertisement closing date of 15 April 2013. In total 104 applications were received for the role through this approach (advertisements issued in English, French, Spanish and Portuguese). Board Constituencies received information notes, Friends of the Fund circulated the material, and the Search Firm discussed the role with more than 230 other contacts.
	(c) Executive Search Firm routinely checking in with IG AHNC on candidates being identified, reviewing diversity (gender and diversity) and tailoring the search as required	Routine across the period	All application information is kept internal to IG AHNC membership only for candidate integrity reasons. IG AHNC members have all signed confidentiality agreements (as for the ED selection process), confirming they act in their personal capacity and do not represent their constituency or any committee of the Board.

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	(d) Compilation of long-list of potential candidates (the most relevant candidates from the universe of all people referred/approached)	6 May 2013	As for the ED process, the official advertisement closing date represented a "soft closing" for the role. The AHNC agreed to receive and consider all referrals for the role after 15 April, and before first interviews. No new names were referred after 6 May, and so this is the formal end of this stage.
<b>7</b>	<b>AEC Ethical Clearance Process for candidates and Board decision-making process for IG Selection</b> <i>(non-IG AHNC role but included for work plan completeness)</i>	<b>By 1 June 2013</b>	<b>Concurrent with other activities, with the support of Legal Counsel</b>
	(a) AEC, working in conjunction with the Ethics Official, identifies what may constitute a conflict of interest for candidates being considered for the role of Inspector General. AEC prepares an assessment approach (including a declaration of interest form, assessment approach, and telephone interview process if relevant)	By 26 April 2013	Linked to the timetable in item 8(a) below. The work was required to be completed by the AEC before the AHNC formally reviewed candidate specific information at its short-listing meeting.
	(b) AEC to communicate candidate conflict of interest assessment process to IG AHNC and the Board	6 May 2013	The IG AHNC shared the official materials with the Search Firm, and candidates are now completing the relevant declarations.
	(c) Determination by the Board of the appropriate decision making process for the IG appointment (led by Legal Counsel)	By 1 June (Proposed Change to 18 - 19 June)	The Board Chair and Vice Chair will discuss use of the ED voting process with the Board in Colombo, based on the report of the IG AHNC.
<b>8</b>	<b>Candidate Evaluation prior to interviews</b>	<b>Completed on 7 May</b>	<i>Process and timing draws heavily on experiences from ED selection process</i>
	(a) Comprehensive pre-screening of all candidates by Executive Search Firm according to IG AHNC pre-agreed screening criteria for candidate ranking, completing additional reference checking (including specific areas based on AHNC first review of profiles)	25 - 30 April	Checking in with IG AHNC from time to time
	(b) IG AHNC desk-based review of confidential profiles	4 - 6 May	Completed
	(c) In-person IG 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.	7 May	The IG AHNC identified a list of 6 persons to be invited for first interviews.
	(d) IG AHNC member and Search Firm desk-based review to refine list of prospective candidates down to proposed interviewee list	Not required	The IG AHNC was able to complete its work on 7 May.

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<b>9</b>	<b>Refining the group to the candidate/candidates for Board consideration</b>	<b>13 May to 8 June</b>	<i>Process and timing draws heavily on experiences from ED selection process</i>
	(a) Executive Search firm to issue conflict of interest package to all candidates proposed for first interview by the IG AHNC, requiring comprehensive, signed declaration prior to first interview	8 May	Global Fund Ethics Official to be party who interacts with candidates on any queries. This is anticipated to be interactive to ensure that robust COI declarations are available for review by the AEC when the final short-list of potential candidates has been identified.
	(b) In person first interviews	21-May	Two weeks after shortlisting (step 8(d)) to allow for candidate assessments (separate to conflicts of interest check) to be completed before first interviews
	(c) AHNC and Executive Search Firm deliberations and refinement of interviewing strategy for second interviews, and/or conducting additional reference checking	By 27 May	
	(d) Second in-person interview/candidate evaluation with preferred list (refined down from first round of interviews)	30-May	Second interviews for a subset of the potential candidates interviewed on 21 May.
	(e) IG AHNC list of strongest candidate or candidates (up to three candidates) is collated and provided to AEC on strictly confidential basis for formal conflict of interest review and clearance by the AEC.	3 June	Material was provided in advance of the 30 May 2013 second interviews by reason of the size of the pool for second interviews.
	(f) AEC desk review of conflicts of interest declarations of the short-listed candidates	4 - 7 June	This was a confidential process that was managed by the Ethics Official under strict confidence.
	(g) AEC provides IG AHNC with determination on any conflict of interest issues that would disqualify any of the short-listed candidates	7 June	The AEC's final report was provided to the IG AHNC for review and action on recommendations. The IG AHNC's report was finalized over 8 - 9 June taking this information into account.
	(h) IG AHNC recommendation on preferred candidate(s) sent to the Board after incorporating recommendations or decisions of the AEC	10 June	Two communications sent on 10 June. One to Board Members and Alternate Members, and the Second copied to constituency focal points and members of the Management Executive Committee.
<b>10</b>	<b>Board deliberations and decision <i>(non-IG AHNC duty but included for work plan completeness)</i></b>	<b>Weeks 2 and 3 of June</b>	
	(a) Board member secure access to candidate information, subject to confidentiality arrangements and anti-lobbying principles	10 - 14 June	Board Members will have access to Board paper. The Chair and Vice Chair of the IG AHNC will be reaching out to Board Members and Alternate Members to provide early clarifications in advance of the Colombo meeting.
	(b) Board appointment at June Board Meeting	18 - 19 June 2013	Board deliberations