

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

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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.

## **Position Specification**

*(Original Version was published on Russell Reynolds Associates' Letterhead)*

### **INTRODUCTION**

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

**The Global Fund Board intends to appoint an Inspector General.** Reporting directly to the Board through its Audit and Ethics Committee, the Inspector General and the Office that she/he leads is a vital part of the Global Fund's assurance system.

As head of one of the Global Fund's two administrative units (the other being the Secretariat led by the Executive Director) the Inspector General is responsible for the provision of independent and objective assurance over the design and effectiveness of controls and processes in place to manage the key risks impacting the Global Fund's programs and operations.

Supported by a team of experienced practitioners in assurance and investigation, the Inspector General provides the Board, its Committees and the Secretariat with risk-prioritized recommendations to improve assurance within the Fund's operations. She/he does this in a dynamic and evolving environment, with the overall aim of contributing to the realization of the Global Fund's strategic vision, mission and goals through effective management of significant financial resources.

### **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, and to contribute to better health for all. This partnership between governments, civil society, the private sector and affected communities at all levels of the global Fund's governance and operations, represents an innovative approach to international cooperation in the health sector, specifically in relation to health financing. The Global Fund's model is centred 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.

#### ***Results and Impact***

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 low and middle income 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 organisations to supplement existing efforts in dealing with the three diseases.

The **Global Fund's 2012-2016 strategic plan** "*Investing for Impact*", set out in *Appendix I*, challenges the organisation to invest even more strategically, evolve its funding model, better 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.

### ***A transformed Global Fund to deliver on impact***

In January 2013, Dr Mark Dybul commenced as the Global Fund's new Executive Director. He took over a fundamentally transformed organization following the Global Fund Board's adoption of a comprehensive set of reforms recommended in September 2011 by an eminent panel of independent experts.

To move the Fund from emergency to sustainability, the reforms touched all elements of the Fund's organizational framework and how it worked.

At the **Board level**, the Fund repurposed its Committee framework – forming three new Committees focused on the Board's core roles. The new Committees include the Fund's Audit and Ethics Committee, which oversees the work of the Office of the Inspector General. In a first for the Global Fund, the Audit and Ethics Committee has a majority of independent members, bringing external expertise in the oversight of financial, fiduciary and ethical risks.

At the centre of **the Secretariat's** operations is how the Global Fund makes and manages its grants. Reform here is also well underway. Since early 2012, the Fund has significantly altered the staffing structure of the Secretariat to better support its grant management activities. Through a new funding model that will be fully operational in 2014, the Fund is substantially modifying the way countries apply for grants; reducing complexity without losing focus and validity; and making the timing of the process more flexible. Ultimately the Fund is seeking to have even more impact with the funds it invests, whilst at the same time ensuring a heightened focus on risk mitigation as it continues its work in the most difficult of environments, to serve people who have the greatest need.

An internal governance system for the Secretariat, geared to foster teamwork, and enable transparent, collegial decision-making is now in place. A Management Executive Committee, an Executive Grant Management Committee, a Funding and Finance Executive Committee and three Disease Committee. These Committees ensure that the Fund's senior managers actively review its operations, make necessary course-corrections, and take advantage of opportunities as they arise.

A critical enabler of success is stimulating countries to apply for funding for what works in their context and associated risks, 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.

Reforms within the **Office of the Inspector General** have brought risk-prioritization into the forefront of the Unit's critical work, to further strengthen the overall effectiveness of this essential function. In March 2013, the Global Fund Board approved a revised 'Charter of the Office of the Inspector General' to enshrine this change and re-state the importance of this role within the overall framework of the Global Fund. The Board also restated the role of the Inspector General, as reproduced within this position description.

The Global Fund Board, Secretariat and broad framework of partners, share an unwavering commitment to the work of the Office of the Inspector General in its primary function of delivering independent objective assurance in regard to key risks impacting the Global Fund's programs and operations.

## Leadership and Organisation

The Global Fund's organizational structure for its approximately 620 staff reflects the Organization's focus on the following key priorities:

- A robust replenishment in late 2013
- Successful implementation of the Global Fund 2012-2016 Strategy with a focus on the new funding model and high impact investing
- Implementing operational excellence
- Enhancing the partnership of the Global Fund
- Strengthening the Global Fund's culture to better serve those affected by HIV, tuberculosis and malaria

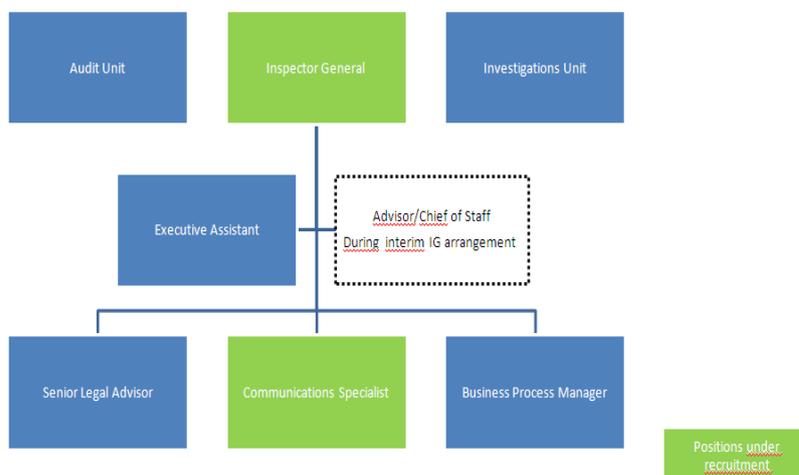
The Board approved operating budget for the 2013 year for the Global Fund is US\$ 300 million. Within this envelope, the Board has allocated US\$ 21 million to the work of the Office of the Inspector General. The staffing structure for the 48 Global Fund personnel allocated to the Office of the Inspector General is set out below.

## OIG Management

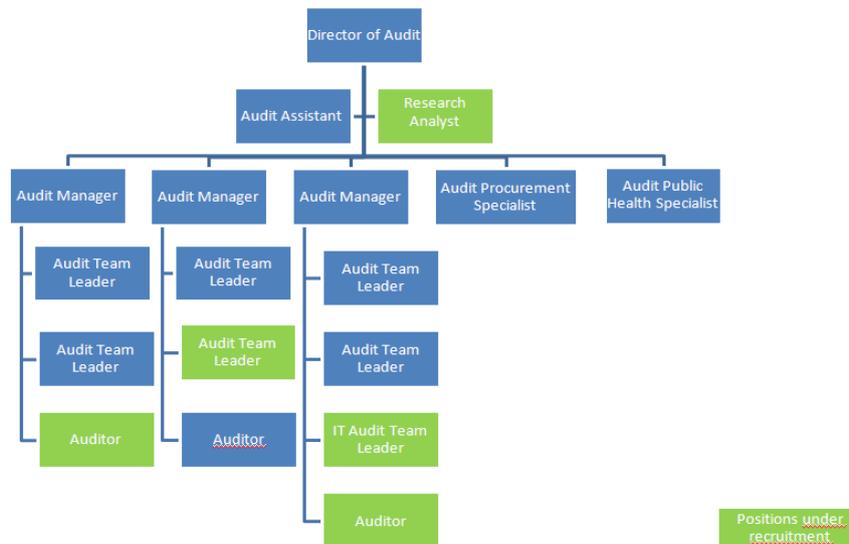
OIG has a wide range of roles which are set out in detail in the charter:

[http://www.theglobalfund.org/documents/oig/OIG\\_OfficeOfInspectorGeneral\\_Charter\\_en/](http://www.theglobalfund.org/documents/oig/OIG_OfficeOfInspectorGeneral_Charter_en/).

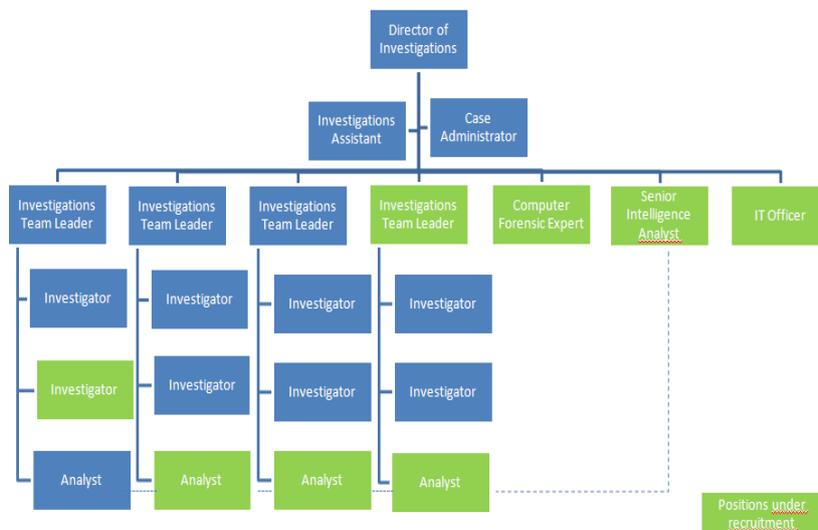
Central to this work is engagement with partners in implementing countries. A real appreciation of the challenges of operating in research-constrained environments is critical.



## Audit Unit



## Investigations Unit



## ROLE

### Introduction

The Inspector General leads and manages the Office of the Inspector General in its provision of independent and objective assurance over the design, performance quality and effectiveness of controls in place to manage the key risks impacting the Global Fund's programs and operations.

The Inspector General maintains strong relationships with a diverse range of stakeholders who are important collaborators in the Global Fund's efforts to maintain the highest standards of transparency and accountability.

The Inspector General has the responsibility and accountability to set the tone for the Office of the Inspector General's internal and external interactions by exemplifying values of high ethical standards, integrity, and fairness. He/she manages the Office of the Inspector General in a professionally competent and responsible manner to achieve the mission set forth in the Charter of the Office of the Inspector General. He/she must act in the best interests of the Global Fund in all contexts, and is responsible for ensuring this culture prevails amongst employees and contractors that hold positions with the Office of the Inspector General.

#### **A. Duties and Responsibilities**

The Inspector General reports to the Global Fund Board through the Audit and Ethics Committee. In accordance with the Bylaws, the Board retains all powers regarding selection, appointment, assessment and replacement of the Inspector General. The Inspector General's primary responsibilities are as set out below.

#### **Strategic Leadership Capability**

1. Provide leadership and strategic oversight to the Office of Inspector General.
2. Manage strategic relationships (e.g. Board, Secretariat, Audit and Ethics Committee, Regulators and External Auditors).
3. Through the Audit and Ethics Committee keep the Board and, where appropriate, the Executive Director, informed of the Office of Inspector General's activities and findings, through the submission of Annual Reports, and reports of assurance audits, in-country reviews and investigations.
4. Support the Global Fund in building, and continuously improving, strong and effective risk awareness and control consciousness.
5. Promote the sharing of best practice with regard to risk management and internal-control assurance across the Global Fund.
6. Add value and improve the Global Fund's governance, risk management and control processes through the provision of Consulting and Other Services.
7. Stay current with changes in international development trends and practices, and analyze the impact of those changes on the risks, controls and processes of the Global Fund.

#### **Operational Management Skills and Professionalism**

8. Develop comprehensive and flexible Multi-year Plans that adequately addresses the Fund's risk profile, and ensure that resources are effectively deployed to meet the requirement of those plans.
9. Develop and maintain a relationship of continuous dialogue with the Executive Director, or his/her delegate(s) from time to time, to monitor the risk profile of the Global Fund and ensure that the Office of the Inspector General's Annual Plans reflects any major change in risk profile.

10. Coordinate the work of external parties engaged by the Office of the Inspector General. Put in place, and monitor, systems to assure that external parties meet the service standards of the Office of the Inspector General during their work.
11. Through follow up with the Secretariat, make recommendations, and report on whether audit actions are cleared appropriately and in a timely fashion.
12. Implement best international practices for the detection, investigation and prevention of fraud and abuse and for fostering an ethical work environment. Provide advice to the Board, its Committees, the Executive Director, senior management, staff, consultants, Local Fund Agents and other Global Fund assurance providers, implementers of Global Fund financed programs, and other third parties involved in the Global Fund grant processes, on policy, operational and programmatic measures that will foster institutional integrity and prevent and combat fraud and abuse.
13. Maintain the Global Fund's whistleblowing hotline, and investigate whistleblower complaints and allegations of misconduct consistent with the Charter of the Office of the Inspector General.
14. Ensure the quality of Office of the Inspector General output is of the highest standard, and proactively disclose to the Board through the Audit and Ethics Committee any failing or perceived inability to substantially comply with Annual Plans, together with reasons and how the underlying causes are to be addressed.
15. Facilitate the Audit and Ethics Committee effective management of committee business through the provision of committee materials in advance of each meeting.
16. Maintain the highest standard of work and ensure adherence to the 'Code of Ethics and International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors' (the IIA standards) and conduct all investigations in accordance with the guidelines of the Conference of International Investigators and in line with international best practice. Drive sustainable quality improvements within the Office of the Inspector General, in all areas of work, and be seen as a strong proponent of a Quality Assurance process.
17. Develop continuous improvement initiatives of the Office of the Inspector General and ensure that working practices are fit for purpose.
18. Prepare and manage cost-effective operational and salary budgets for the Office of the Inspector General and monitor expenses relative to budget projections on an ongoing basis.
19. Provide input to the ongoing professional development of Global Fund staff assigned to the Office of the Inspector General and ensure that all staff have high quality development plans in place and that these are implemented.
20. Giving due consideration to objectivity and conflict of interest issues, provide opportunities for other qualified Global Fund staff to be seconded to the Office of the Inspector General to support development of management talent in the Fund. Selectively move people out of the Office of the Inspector General into the Secretariat, in accordance with their and the Secretariat needs.

## **Representation Skills**

21. Formulate an effective communications strategy for dissemination of key findings and lessons learned, that extends from within the Office of the Inspector General to key Global Fund stakeholders, so as to enhance the feasibility and probability of recommendations being incorporated into future work.
22. Foster collaborative relationships with other partner organizations with the aim of learning from each other, encouraging high standards of ethics and integrity and fighting corruption and fraud. For these purposes, the Inspector General is authorized to negotiate and sign memoranda of understanding and other agreements establishing cooperative arrangements with partner organizations on Office of the Inspector General matters.
23. Represent the Global Fund at conferences and other forums relevant to the Office of the Inspector General's mission.

## **CANDIDATE PROFILE**

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### **Knowledge and Experience**

The essential minimum requirements are:

- Proven leadership in, and extensive experience with, risk management, professional internal auditing and investigations, including experience in implementing countries;
- Proven success as a builder of a mutually supportive multi-cultural team;
- Proven experience in fostering collaborative relationships with diverse partners and stakeholders;
- Sensitivity to issues relating to Human Resources management, cultural diversity, gender equity, and human rights internally and externally;
- Experience of working effectively in and/or with partners in implementing countries; and
- Fluency in English (the working language of the Global Fund).

Fluency in other languages, notably French, is desirable. Healthcare experience is also desirable.

### **Competencies**

The core competencies required for the role are:

#### **Strategic Leadership Capability**

- Proven ability to formulate a strategy that meets organizational and oversight demands efficiently and effectively;
- Proven ability to deliver results that focused on key organizational goals amid multiple competing risks and demands;
- An ability to understand key issues facing partners in implementing countries and opportunities that exist to alleviate barriers to successful implementation of national programs and prioritize issues and find pragmatic solutions either in the department or organizationally;

- Proven ability to articulate key messages and communicate effectively to multiple stakeholders such that value is added at different levels and in multiple ways to a wide range of stakeholders;
- A strong analytical mind and the ability to grasp the nature and direction of the Global Fund strategy – and risk profile - and respond appropriately; and
- The capacity to work collaboratively with a large and complex Board and its Committees and Advisory Bodies<sup>1</sup> in the development and articulation of its vision and on its translation into action.

### **Operational Management Skills and Professionalism**

- Exceptional management skills of people, finances and systems, with a proven capacity to motivate and lead a 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;
- An ability to make difficult decisions when required, balanced by experience in constructive engagement with staff on change management processes and their value to the organization as a whole; and
- A facilitative and culturally sensitive approach that enables effective delivery with and through partner organizations.

### **Representation Skills**

- Strong public-speaking and influencing skills;
- Proven writing skills;
- Presence and gravitas in dealings with partners – at a senior level - from a variety of backgrounds; and
- An ability to engage and operate effectively at the highest levels.

### **Personal Attributes**

- Integrity, independence of mind, with a reputation for a high standard of professionalism;
- Strong inter-personal skills;
- Sound judgment combined with humility and a focus on personal development and continued learning;
- The capacity to deliver difficult messages candidly but in an even-handed and diplomatic manner;
- 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;
- Strength of personality and robustness of intellect;
- Familiarity and ease with a variety of cultures and comfort with diverse groups; and
- Familiarity and ease with multilateralism as it impacts the workings of a global organization.

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<sup>1</sup> The Global Fund's Technical Evaluation Reference Group, Technical Review Panel and Market Dynamics Advisory Group comprise advisory bodies under the Global Fund governance framework.

### **Location**

The Inspector General will be based at the Global Fund's secretariat in Geneva. He/she will be required to undertake routine travel.

### **Term of Appointment and Performance Expectations**

The performance-based approach the Fund adopts to its programs, applies also to its leadership. The appointment is a non-renewable six-year term.

Employment is strictly subject to performance against an agreed set of criteria through an annual review process, facilitated by the Audit and Ethics Committee on behalf of the Board.

## **Information Note for circulation by Board Constituencies**

Circulated on 5 April 2013  
(Original Note circulated in English, French, Spanish, Russian, Portuguese)

The Global Fund Board intends to appoint an Inspector General.

Reporting to the Board through its Audit and Ethics Committee, the Inspector General and the office that she/he leads is a vital part of the Global Fund's assurance system. She/he is a critical partner to the Board and Secretariat in the realization of the Fund's mission. The Global Fund Board, Secretariat and its broad network of partners, share an unwavering commitment to the work of the Office of the Inspector General in its primary function of delivering independent objective assurance in relation to key risks impacting the Global Fund's programs and operations.

This recruitment will be a transparent, and non-political merit-based exercise. The Global Fund is now seeking qualified candidates in a process of global outreach, covering both donor and implementing partner countries.

### ***Background to the Global Fund***

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 151 low and middle income countries. To date, programs supported by the Global Fund have provided AIDS treatment for 4.2 million people, anti-tuberculosis treatment for 9.7 million people and 310 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, and strengthening health systems.

The **Global Fund's 2012-2016 strategic plan** "*Investing for Impact*", challenges the organization to invest even more strategically, evolve its funding model, better 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 Role***

The Inspector General is head of one of the Global Fund's two administrative units, the other being the Secretariat led by the Executive Director, Dr. Mark Dybul.

The Inspector General is responsible for the overall management of the Office of the Inspector General ("OIG") and the provision of independent and objective assurance over the design and effectiveness of controls and processes in place to manage the key risks impacting the Global Fund's programs and operations. The operating budget for the 2013 year for the work of the OIG is US\$ 21 million. Some 48 personnel are assigned by the Global Fund to the Office of the Inspector General.

The Inspector General maintains strong relationships with a diverse range of stakeholders who are important collaborators in the Global Fund's efforts to maintain the highest standards of transparency and accountability.

The Inspector General has the responsibility and accountability to set the tone for the OIG's internal and external interactions by exemplifying values of high ethical standards, integrity, and fairness. She/he manages the OIG in a professionally competent and responsible manner to achieve the mission set forth in the Charter of the Office of the Inspector General. He/she must act in the best interests of the Global Fund in all contexts, and is responsible for ensuring this culture prevails amongst employees and contractors that hold positions with the OIG.

Supported by a team of experienced practitioners in assurance and investigation, the Inspector General provides the Board, its Committees and the Secretariat with risk-prioritized recommendations to improve assurance within the Fund's operations. She/he does this in a dynamic and evolving environment, with the overall aim of contributing to the realization of the Global Fund's strategic vision, mission and goals through effective management of significant financial resources.

### ***Candidate Profile***

Candidates will bring the following attributes:

- Proven leadership in, and extensive experience with, risk management, professional internal auditing and investigations, including experience in implementing countries;
- Proven success as a builder of a mutually supportive multi-cultural team;
- Proven experience in fostering collaborative relationships with diverse partners and stakeholders;
- Sensitivity to issues relating to Human Resources management, cultural diversity, gender equity, and human rights internally and externally;
- Experience of working effectively in and/or with partners in implementing countries; and
- Fluency in English (the working language of the Global Fund).

Fluency in other languages, notably French, is desirable. Healthcare experience in developing country contexts is also desirable.

The Inspector General will be based at the Global Fund's secretariat in Geneva. She/he will be required to undertake routine travel. The robust performance-based approach the Fund adopts to its programs, applies also to its leadership on an annual basis. The appointment is a non-renewable six-year term.

All appropriately qualified people regardless of sex, sexual orientation and/or gender identities, and individuals who are living with HIV are encouraged to apply. The Global Fund Board is highly committed to diversity.

### ***Additional resources***

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

In March 2013, the Global Fund Board approved a revised Charter of the Office of the Inspector General and new Terms of Reference for the Inspector General to re-state the importance of this role within the overall framework of the Global Fund.

The documents bring risk-prioritization to the forefront of this essential function. The materials are accessible at: <http://www.theglobalfund.org/en/oig/documents/>

Important detailed information on the position and qualifications, requirements, terms and conditions of service, and how to apply is available through the website of the Executive Search Firm retained by the Global Fund to support this search at:

[www.russellreynolds.com/content/inspector-general-global-fund-fight-aids-tuberculosis-malaria](http://www.russellreynolds.com/content/inspector-general-global-fund-fight-aids-tuberculosis-malaria).

***Timetable***

- **15 April 2013**: Closing date for applications for the role
- **Late May 2013**: Candidates should anticipate a process involving two rounds of in-person interviews
- **18 – 19 June 2013**: The Global Fund Board intends to conclude the appointment process at its 29<sup>th</sup> Board Meeting.

Individuals who are interested in the role themselves, or wish to identify potential candidates to be approached for an expression of interest, should contact Russell Reynolds Associates direct.

### **Structured Interview Questions asked of all candidates**

#### **Competency: Strategic Leadership Capability**

- How do you understand the role of the Office of the Inspector General in realizing the mission of the Global Fund?
- What are your benchmarks for a truly effective oversight function?
- How would you measure success in the role of Inspector General in the first twelve months?

#### **Competency: Operational Management**

- How have you balanced the roles of audit and investigation in your teams in the past?
- Describe your approach to communication with those whose work you are auditing and investigating
- How have you measured your success as a senior manager?
- How would you assess the strengths and weaknesses of LFA system as currently defined?
- How would you deal with the single audit clause?
- What is the OIG's role in the risk management framework of the Fund?

#### **Competency: Collaboration, Advocacy and Representation Skills**

- How have you managed the differing perspectives of management and governing authorities in organizations you have served?
- Where do you see the closest parallels in the governance structures of your former organizations and that of the Global Fund? How have you handled them?
- What messages would you focus on in early communication with the AEC and Board?
- What are your early thoughts on how you would engage with civil society and public sector members of the Board?