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# Inspector General Selection Process 2020

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## 43<sup>rd</sup> Board Meeting

GF/B43/12 – Revision 1

### **Board Decision**

Purpose of the paper: This report is submitted by the Board Chair and Board Vice-Chair to the Board. The report lays out the high-level process and steps in preparation for the launch of the next Inspector General selection process and proposes Terms of Reference of the Nomination Committee and the revisions to the Terms of Reference of the Inspector General, for Board decision.

## Decision

**Decision Point: GF/B43/DPXX: Approval of the Terms of Reference of the Inspector General Nomination Committee and revisions to the Terms of Reference of the Inspector General.**

**The Board:**

- 1. Notes its responsibilities with regard to the recruitment process of the Inspector General as set out in Article 36 of the Operating Procedures of the Board and Committees of the Global Fund to Fight AIDS, Tuberculosis and Malaria;**
- 2. Based on the recommendation of the Chair and Vice-Chair of the Board (the “Board Leadership”), in consultation with the Ethics and Governance Committee, and its review of the contents of GF/B43/12 – Revision 1 approves:**
  - a. The terms of reference of the 2020 Inspector General Nomination Committee, as set out in Annex 1 to GF/B43/12 – Revision 1; and,**
  - b. The revised terms of reference of the Inspector General, as presented in Annex 2 to GF/B43/12 – Revision 1, which shall enter into force upon the commencement of the term of the next Inspector General.**
- 3. Requests the Board Leadership to submit a Chair, Vice-Chair and the membership of the nomination committee to the Board for approval.**

**Budgetary implications (included in OpEx budget)**

A summary of relevant past decisions providing context to the proposed Decision Point can be found in Annex 3.

# Executive Summary

## Context

The term of the current Inspector General term will expire in March 2021. As such, the process to select and appoint the next Inspector General is a governance priority for 2020. This paper lays out the high-level process and steps in preparation for the launch of the selection process. It also proposes, for Board decision, the Terms of Reference of the Nomination Committee and revisions to the Terms of Reference of the Inspector General.

## Questions this paper addresses

- A. What do we propose to do and why?
- B. What is the Board Leadership's recommendation?
- C. What do we need to do next to progress?

## Conclusions

- A. In line with procedures outlined in the Board and Committee Operating Procedures, the process to select the next Inspector General will need to launch by June 2020. In preparation for the launch, the Board is required to form a Nomination Committee, and may consider modifications to the Terms of Reference of the Inspector General.
- B. Following EGC discussion, and relevant inputs from the AFC, Inspector General and Secretariat, and from constituencies, the EGC provided advice to the Board Leadership on the Inspector General Nomination Committee (IGNC) Terms of Reference, and proposed revisions to the Terms of Reference of the Inspector General. The Board Leadership hereby shares their recommendation to form a seven-member Nomination Committee with clearly-defined responsibilities, and with representation from voting constituencies, a non-voting constituency, and independent members, bringing senior-level expertise of relevance to the OIG mandate and the selection process, among other provisions.
- C. Following the Board's adoption of the Terms of Reference of the IGNC, the Board will be asked to nominate, and then appoint, members of the Nomination Committee.

## Input Sought

The Board is requested to consider the following Decision:

- GF/B43/DP03: Approval of the Terms of Reference of the Nomination Committee and revisions to the Terms of Reference of the Inspector General.

## Input Received

- Constituency input was sought via constituency statements submitted to the EGC ahead of their 12th meeting held in March 2020.
- AFC input to the EGC was requested on the Inspector General Terms of Reference and feedback was received.
- Input from the Inspector General, and the Secretariat, was sought alongside committee and constituency input, in order to provide comprehensive advice to the Board Leadership.
- The input of the Strategy Committee was not formally sought given the subject matter of the paper and role of the said committee.
- Board Leadership, taking into consideration the advice provided by the EGC submits this recommendation to the Board.

## What is the need or opportunity?

1. The Inspector General of the Global Fund is appointed by the Board and serves a non-renewable six-year term. The current Inspector General term will conclude in March 2021. As such, the process to select and appoint the next Inspector General is a governance priority for 2020.
2. In line with the Board and Committee Operating Procedures (BCOP), and at least six months prior to the end of the term of the incumbent Inspector General, the Board Leadership, in consultation with the EGC, makes the following recommendation for Board decision:
  - i. Terms of Reference of the Nomination Committee (“IGNC”);
  - ii. Membership of the Nomination Committee; and
  - iii. Proposed revisions to the Terms of Reference of the Inspector General and criteria for their selection.
3. Following appointment of the Nomination Committee, the selection process is launched.
4. In order to enable effective preparations for this upcoming selection process, EGC input was sought at and after the March 2020 meeting on the components detailed above, in order to provide advice to the Board Chair and Vice-Chair in preparation for their recommendation to the Board. The EGC developed their advice to the Board Chair and Vice-Chair with input from the AFC, Inspector General, Secretariat and constituency input to the 12<sup>th</sup> EGC Meeting (March 2020).
5. On 4 May 2020, the Board was informed that the current Inspector General would be stepping down before the end of the 6-year term, following his appointment as Vice-President of Integrity at the World Bank. In this context, the Board Leadership is committed to expediting the planned selection process and looks forward to the Board’s support as the selection process is launched. Specifically, swift action to nominate and appoint the Inspector General Nomination Committee will be critical to enable the selection process to move ahead expeditiously and allow for a smooth transition between the outgoing and incoming Inspector Generals.
6. This paper presents four components as follows:
  - i. Overview of Inspector General selection process and preparatory steps, for Board information;
  - ii. Terms of Reference of the Inspector General Nomination Committee (IGNC), for Board decision;
  - iii. Revisions to the Terms of Reference of the Inspector General, for Board decision; and,
  - iv. Overview of due diligence approach, for information.

## What do we propose to do and why?

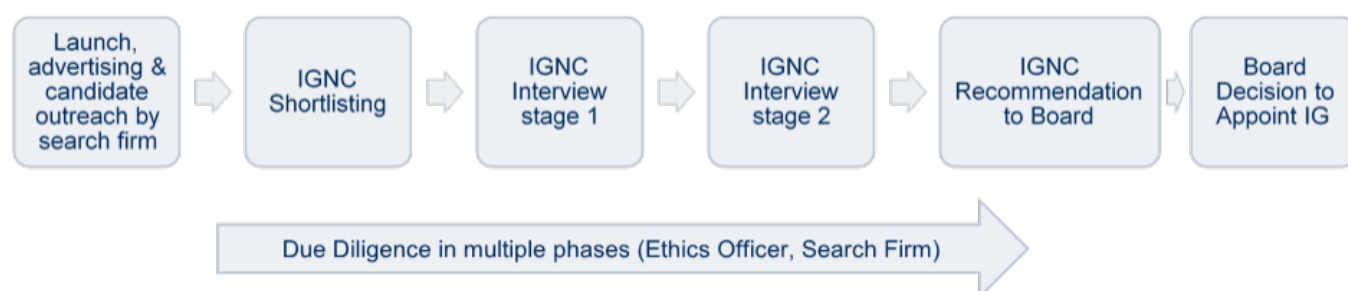
### Part 1: Overview of Inspector General Selection Process

#### Key milestones and timeline for preparation, launch and delivery of the selection process

Indicative Timeline	Activity	Lead
Q1-2 2020	Consultation, discussion and input at <b>March Committee meetings</b> on process, IGNC TORs, and IG TORs (complete)	EGC (in consultation with AFC)
	Recommendation and <b>Board decision</b> on IGNC TORs and revisions to the IG TORs	Board Leadership Board
	Nomination and <b>Appointment</b> of Nomination Committee members, and <b>finalization of strategic work plan</b> for the selection process	Board Leadership Board
June-Q3 2020	<b>Selection process</b>	IG Nomination Committee Search Firm Ethics Officer
Q3 2020	<b>Board decision</b> to appoint next Inspector General	Board

- The Board Leadership, together with the Legal and Governance Department, is considering how the selection process can be carried out as smoothly as possible with a view of enabling a timely appointment of the next Inspector General. The table above indicates indicative timelines as at 4 May, with an update to be provided at the 43<sup>rd</sup> Board Meeting. The Board Leadership's objective is to enable the Board to make an appointment in August 2020.
- Prompt action to nominate and appoint the Inspector General Nomination Committee will be critical to enable the selection process to move ahead expeditiously and allow for a smooth transition between the terms of the outgoing and incoming Inspector General.

#### Overview of Selection Process



- The proposed approach to the selection process follows key milestones in line with the successful 2014 Inspector General selection process, and the 2017 Executive Director selection process. The incoming IGNC would be charged with developing a full strategic work plan for the selection process in line with their Terms of Reference and the provisions of the BCOP.
- Lessons from past selection processes of Board direct reports (Executive Director and Inspector General) indicate that a recruitment process of this nature requires four to six months from launch (publication of advertisement) to appointment, in order to allow comfortable timelines and

facilitate effective transition planning within the Office of the Inspector General. Attention will be paid to adapting the timelines to expedite the process, within the requirements defined in the Board and Committee Operating Procedures, and the IGNC TORs, to enable a robust selection process.

11. **Principles.** Overall guiding principles and key considerations for the selection process may be outlined as follows:
  - i. A **merit-based, competitive and apolitical** selection process.
  - ii. Due attention to **diversity** of candidate profiles, seeking diversity of gender and geographic background within the candidate pool, as well as diversity of professional experience, within the parameters of the specific technical requirements of the role.
  - iii. **Broad and open outreach** to maximize the candidate pool.
  - iv. **Effective governance**, with delegation to a **highly skilled and experienced Nomination Committee** whose members bring relevant technical expertise, appropriate levels of seniority and independence.
  - v. A process which **balances strict confidentiality** regarding candidates and Nomination Committee deliberations, **with transparency** regarding process steps and progress.
  - vi. **Due diligence** conducted in line with best practice.

### Roles and Responsibilities

12. Roles and responsibilities as defined in the BCOPs, EGC Charter and proposed Terms of Reference of the IGNC are outlined as follows:

<b>Board</b>	Approves TORs of NC and IG; appoints NC members. Appoints IG.
<b>Board Leadership</b>	In consultation with EGC: recommend NC TORs and membership to Board; recommend IG TORs to Board.
<b>EGC</b>	Advises Board Leadership on the selection process and core governance materials to recommend to Board for decision. During selection process, advises on escalated ethics matters identified during Due Diligence (DD) process (as needed).
<b>Nomination Committee</b>	Defines strategic work plan for process; assesses, shortlists, and interviews candidates; oversees DD; oversees search firm; recommends candidates to Board
<b>AFC</b>	Input to review of IG TORs.
<b>Search Firm</b>	Candidate outreach; candidate management; due diligence.
<b>Ethics Office</b>	Due diligence; advises on IGNC ways of working with respect to COI.
<b>Legal and Governance Department</b>	Process management and advisory support.

## **Part 2: Terms of Reference of the Inspector General Nomination Committee**

13. The Terms of Reference presented in **Annex 1** propose a Nomination Committee with the following features:

- i. **Seven-person Nomination Committee** in line with committee size for 2014 IG selection process.
  - ii. Composition balancing Board **constituency representation**, including a non-voting constituency, with **independent members**.
  - iii. Membership bringing collective experience to include **technical expertise** of relevance to the OIG mandate, and experience on a Global Fund ad hoc nomination committee (an asset).
  - iv. A **clearly-defined role** for the IGNC with respect to the comprehensive management of the selection process, including overseeing coordinated due diligence.
  - v. The responsibility to reach an IGNC recommendation to the Board, putting forward **one final candidate** for appointment.
  - vi. Defined roles for the EGC, Board Leadership and Board, in line with relevant core governance documents.
  - vii. Independent members who are requested to serve voluntarily and are not remunerated.
14. Proposed guiding principles for the IGNC role are in line with the overall principles outlined above.
15. Input received by the EGC on the Terms of Reference mainly addressed the composition of the Nomination Committee. Questions were raised as to whether:
- i. The independent members could include the new independent members of the Board Standing Committees who are expected to be appointed in May for the 2020-2022 cycle;
  - ii. IGNC candidates would undergo due diligence;
  - iii. The Civil Society/NGO constituencies could have a reserved seat on the IGNC; and
  - iv. Membership should be open to all non-voting constituencies or only to the World Bank (as was the case in the 2014 process), or, as a third option, to independent members only.
16. In response to inputs, the following clarifications were provided:
- i. Based on the input of the Ethics Officer, the EGC considered that the new independent members of the Board Standing Committees could be eligible for membership within the IGNC. Independent members may be sought from diverse backgrounds;
  - ii. IGNC candidates will undergo due diligence before appointment;
  - iii. The EGC considered that the Civil Society/NGO constituencies may submit nominations, along with other implementer constituencies, for the seats reserved to the said voting group; and,
  - iv. For the non-voting constituency seat, membership should also be open for both the World Bank and other non-voting constituencies, following the approach taken with the Board Leadership Nomination Committee.
17. Based on input received, the Terms of Reference were modified to recognize the desirability for the Nomination Committee, as a group, to have **familiarity with human rights issues**. The Terms of Reference further clarify that in the event any members of the IGNC has an actual or perceived conflict of interest with any of the candidates for the position of Inspector General, such member shall disclose it immediately to the Ethics Officer who shall advise on remedial measures, as appropriate.

### Part 3. Terms of Reference of the Inspector General

18. The document presented in **Annex 2** puts forward light revisions to the Terms of Reference of the Inspector General including:
  - i. Editorial amendments in line with evolution of governance bodies and Global Fund terminology; and
  - ii. Adjustments to align with 2019 revisions to the OIG Charter,<sup>1</sup> namely the inclusion of references to:
    - a. The issuance of an annual opinion on the governance, risk management and internal controls of the Global Fund;
    - b. The annual confirmation of independence of the OIG; and
    - c. Reference to the OIG's responsibility in the investigation of allegations of human rights violations.
19. In addition, based on input received, additional proposed revisions have been included in the proposed revisions to the Terms of Reference; namely to strengthen the candidate profile, including with reference to relevant leadership and managerial competencies, and to prevention and response to sexual exploitation, abuse, harassment, and bullying, and to further clarify the engagement between the Inspector General and the Secretariat.

### Part 4: Due diligence approach

20. The Inspector General is a critical leadership role at the Global Fund. In line with the Integrity Due Diligence Framework, the Ethics Office will support the selection process with a comprehensive due diligence approach, in line with the methodology successfully followed during the most recent Executive Director and Board Leadership appointments. Due diligence will be conducted jointly by the Ethics Office, the search firm and a specialist due diligence provider, with attention to effective coordination without duplication of effort. Due diligence will be conducted in multiple stages. Overall, roles are outlined as follows:
  - i. **Search firm:** conducts competency and personality enquiries, as well as broad reputational questions to sources and references including former colleagues and peers; administers enhanced disclosures.
  - ii. **Specialist due diligence provider:** conducts enquiries focusing on integrity matters, with a broader range of sources able to comment specifically on issues of potential concern (for example, sources close to regulators, public and political bodies).
  - iii. **Ethics Office:** supports the overall coordination of due diligence; conducts the review of all documents and materials from an integrity and conflict of interest perspective; provides the IGNC with a summary of the findings on each candidate.

### What is the Board Leadership's recommendation?

21. Board Leadership is grateful to the EGC, the Constituencies that submitted statements to the EGC ahead of its 12<sup>th</sup> meeting, the AFC, the Inspector General and the Secretariat.
22. Board Leadership is satisfied with the advice given by the EGC and recommends to the Board the Terms of Reference of the Nomination Committee and the proposed revisions to the Terms of Reference of the Inspector General, as contained in Annex 1 and Annex 2 respectively.

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<sup>1</sup> [GF/B40/EDP14: Revision to the Charter of the Office of the Inspector General](#), as approved by the Board on 29 April 2019.



## What do we need to do next to progress?

23. The next priority for the Board will be:

- i. **May 2020:** Nominations and appointment of IGNC members, including independent member

## Terms of Reference of the 2020 Inspector General Nomination Committee<sup>1</sup>

May 2020

### Authority

1. The Global Fund Board (“the Board”) approves these Terms of Reference for the 2020 Inspector General Nomination Committee (“IGNC”) in accordance with Article 36 of the Operating Procedures of the Board and Committees of the Global Fund to Fight AIDS, Tuberculosis and Malaria (“BCOP”) based on the recommendation of the Board Chair and Vice-Chair (together the “Board Leadership”) and following consultations with the Ethics and Governance Committee (“EGC”).

### Purpose and engagement

2. The purpose of the IGNC is to assist the Board with the selection of the next Inspector General of the Global Fund. The IGNC reports directly to the Board and its mandate shall expire on the appointment of the Inspector General.
3. While the IGNC reports to the Board, its work is overseen by the EGC, acting on behalf of the Board Leadership. Accordingly, the IGNC will ensure the EGC and Board Leadership are appropriately informed throughout the process.
4. The Ethics Officer will advise the IGNC, the EGC and the Board Leadership on all due diligence and conflicts of interest issues in accordance with the Terms of Reference of the Global Fund Ethics Officer.
5. As further set out in the BCOP and in these Terms of Reference, the EGC shall provide the necessary support and advice to the Board Leadership with respect to the selection process of the Inspector General.

### Membership

6. Membership of the IGNC shall be comprised of **seven** persons, including a Chair and Vice-Chair. The IGNC members shall be recommended by the Board Chair and Vice-Chair, following consultations with the EGC, and approved by the Board, as follows:
  - a. **Four constituency members**, preferably Board Members and Alternate Members, of which two donor constituency members and two implementer constituency members; and

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<sup>1</sup> As approved by the Board at its 43<sup>rd</sup> Meeting on 15 May 2020 (Decision Point GF/B43/DP03).

- b. **One member identified by the World Bank or another non-voting constituency of the Board** who brings senior level experience in the work of program assurance and internal and/or external oversight; and
  - c. **Two independent members**, fulfilling the independence criteria set out in Annex A attached hereto, with recent experience in the oversight and appointment of senior leaders in organizations of a similar scale and reach to the Global Fund. The individuals selected will bring additional gravitas and global experience to the IGNC and shall provide additional technical expertise or insight to the IGNC.
7. The Chair and Vice-Chair will be nominated to the Board for approval by the Board Chair and Vice-Chair.
8. All members must be able to dedicate sufficient time, estimated up to 20 days for members and at least 30 days for the Chair and Vice-Chair, to the IGNC and be committed to fully cooperate and participate in the IGNC.
9. To the extent possible, the members will come from a broad range of sectors and regions.
10. When taken as a group, the members will bring collective senior level experience in:
  - a. the fields of internal audit, assurance, forensic audit and investigations, and risk assessment and oversight according to best practice principles from the finance and development sectors, and familiarity with human rights issues;
  - b. management and leadership of diverse teams in a professional environment; and
  - c. skills in the specific task of identifying and interviewing senior executive talent, with previous experience in a Global Fund ad hoc nomination committee being an asset.
11. All members shall serve in their personal capacity and in the best interests of the Global Fund; they shall not disclose any confidential information to any person or seek or accept instructions in regard to their performance on the IGNC from any constituency of the Global Fund Board or other individual or entity, and shall report any undue influence, or attempt thereof, to the Ethics Officer. Furthermore, should any member believe that he/she has a perceived or actual conflict of interest with any of the candidates for the position of Inspector General, such member shall disclose it immediately to the Ethics Officer who shall advise on remedial measures, as appropriate.
12. In the exceptional event that one of the members of the IGNC may no longer serve as member, the EGC shall nominate and appoint a new member coming from the same group of the original member as set out in paragraph 6 above.
13. In addition to his/her membership role, the Chair of the IGNC shall provide coordination support and shall regularly report and update the Board on behalf of the IGNC. In the event the Chair is unavailable to perform his/her duties, the Vice-Chair shall step in on his/her behalf.

### **IGNC work and operations**

14. The principal tasks of the IGNC shall be to review applications, to interview candidates and to present to the Board the preferred candidate for appointment. To this end, the IGNC shall:
  - a. Work on a non-political and merit basis;
  - b. Work according to principles of confidentiality and independence;
  - c. Direct and oversee the work of the executive search firm to develop a candidate list for the role of Inspector General, ensuring that the search firm reaches out to broad Board constituency and other networks to find highly skilled candidates;

- d. Coordinate the enhanced due diligence and background checks undertaken by the executive search firm and/or the Ethics Officer;
- e. Provide to the Board:
  - i. The IGNC's recommendation on the highest qualified candidate for the role of Inspector General based on the Terms of Reference of the Inspector General. The IGNC shall also, give due regard to the candidate's track record with respect to Global Fund key strategic issues, including human rights, and the key populations affected by the three diseases; and
  - ii. A final report describing the rationale for the IGNC's recommendation. This report should include the extent to which the candidate fulfills the selection criteria, and the candidate's ability to perform the duties of the Inspector General as outlined in the Terms of Reference of the Inspector General

### **Confidentiality**

- 15. The IGNC shall conduct itself at all times in a manner that fully respects the privacy and personal reputation of potential candidates, as well as the need to promote open and frank discussions during this internal deliberative process, in accordance with the Global Fund's Code of Ethical Conduct for Governance Officials and other applicable Global Fund documents regarding information classification and records management. Discussions within the IGNC shall be kept strictly confidential.
- 16. Each member must sign a confidentiality agreement, duly uphold its provisions, and take responsibility for protecting the confidentiality of documents, information and discussions throughout the IGNC's term.

### **Decision-making and governance**

- 17. The IGNC shall seek to make its decisions by consensus. Recognizing that the role of the IGNC is to propose the best possible candidate for the role of Inspector General, where consensus may not be obtained, the majority view of the full IGNC will prevail.

## **Annex A**

### **Criteria of Independence for the independent members of the 2020 Inspector General Nomination Committee**

Members of the governance, advisory and administrative bodies of the Global Fund (“Global Fund Officials”) may not serve as independent members in the 2020 Inspector General Nomination Committee (“Nomination Committee), with the exception of the independent members of the Ethics and Governance Committee and the Audit and Finance Committee appointed by the Board for the 2020-2022 committee cycle who may be considered subject to the criteria below.

In addition, a candidate will not be considered independent if he or she:

- a. has been a Global Fund Official at any time within the last twelve months;
- b. has within the last twelve months served in an elected or appointed position within the Government of a country represented through a constituency on the Board;
- c. has been within the last twelve months an employee of a firm that has provided audit, assurance or other oversight services to the Global Fund;
- d. has participated or attended deliberations of the governance, advisory and administrative bodies of the Global Fund within the last twelve months as a delegate for a constituency of the Board;
- e. has been within the last twelve months an employee of a company or an organization that has directly or indirectly made payments to or received payments from the Global Fund over the last twelve months in excess of the lesser of US\$500,000 or 2 per cent of the consolidated expenditures or revenues of the company or organization; or
- f. holds any professional responsibilities that might infringe on her/his independence during their tenure on the Nomination Committee.

## PROPOSED REVISIONS

# Terms of Reference for the Inspector General<sup>1</sup>

## 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 Finance 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 Finance Committee, Regulators and External Auditors).
3. Through the Audit and Finance 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 an annual opinion on the governance, risk management and internal controls of the Global Fund, and reports of internal audits, in-country reviews, investigations and other assurance engagements within the scope of the Charter of the Office of the Inspector General. The Inspector General also reports at least annually to the Board, through the Audit and Finance Committee, on the organizational independence of the Office of the Inspector General as set forth in its Charter.
4. Support the Global Fund in building, and continuously improving, strong and effective risk awareness and control consciousness.

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<sup>1</sup> Approved by the Global Fund Board by electronic vote on 19 March 2013 (B28/EDP/16)

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 & People Management Skills and Professionalism**

8. Develop comprehensive and flexible Work Plans that adequately address the Global 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 Work Plans reflect any major change in risk profile. Manage the inherent tension between the structural interdependence of the OIG and the fact the OIG is an integral part of the Global Fund which uses the Secretariat's systems and processes in its operations.
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, agree on management actions or make risk-prioritized recommendations, and report on whether such actions are cleared appropriately and in a timely fashion.
12. Implement and support best international practices for the prevention, detection, and investigation of fraud and abuse as set forth in the Charter of the Office of the Inspector General and for fostering an ethical work environment. Support the implementation of the Ethics and Integrity Framework of the Global Fund to Fight AIDS, Tuberculosis and Malaria and the Global Fund Policy to Combat Fraud and Corruption. 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 other channels of allegations intake in accordance with the Whistle-blowing Policy and Procedures for the Global Fund to Fight AIDS, Tuberculosis and Malaria, 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 Finance Committee any failing or perceived inability to substantially comply with Work Plans, together with reasons and how the underlying causes are to be addressed.

## Terms of Reference for the Inspector General

15. Facilitate the Audit and Finance Committee's 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. Ensure effective management of personnel matters within the Office of the Inspector General, in line with relevant Global Fund human resources policies, and further strengthen performance management by tracking key performance indicators within the Office of the Inspector General. 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**

#### **B. Knowledge and Experience**



The essential minimum requirements are:

- Track record as senior manager of complex and internationally diverse teams and organizations operating in changing global contexts
- Proven leadership in, and extensive experience with, risk management, professional internal auditing and investigations;
- 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, organizational culture, **preventing and responding to-sexual exploitation, abuse, harassment, and bullying**, 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) and experience of working in a multi-lingual environment.

Fluency in other languages, notably French, is desirable.

### **C. 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>2</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 instil a culture that values measurable achievement, mutual support, and compliance with organizational processes;

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<sup>2</sup> In particular The Global Fund's Technical Evaluation Reference Group and Technical Review Panel.

- 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, gravitas humility and empathy 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.

### **D. 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.

### **E. Location**

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

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

The Inspector General is appointed for a non-renewable six-year term.

The performance-based approach the Global Fund adopts to its programs, applies also to its leadership.

Employment is strictly subject to performance against an agreed set of criteria through an annual performance assessment process defined by the Board.

## Annex 3 – Relevant Past Decisions

Relevant past Decision Point	Summary and Impact
<b>GF/B40/EDP14: Revision to the Charter of the Office of the Inspector General (April 2019)<sup>2</sup></b>	Revisions to the OIG Charter following recommendations arising from the 2017 External Quality Review, to reference the OIG annual opinion and statement of independence; editorial updates; and a revision in response to AFC feedback to explicitly note human rights violations among the issues the OIG has mandate to investigate. Supersedes GF/B28/EDP16.
<b>GF/B32/EDP03: Appointment of the Inspector General (December 2014)</b>	Board appointment of Mouhamadou Diagne to serve a six-year term from March 2015.
<b>GF/B31/EDP22: Launch of the selection process for the next Inspector General (September 2014)<sup>3</sup></b>	Approved establishment of IG Ad Hoc Nominations Committee and appointed five of seven members, delegating authority to the Board Chair in consultation with the Vice-Chair and Audit and Ethics Committee leadership to appoint the two remaining members.
<b>GF/B31/DP11: Revision to the OIG Disclosure Policy and OIG Charter (March 2014)<sup>4</sup></b>	Board approval of amendments to the OIG Charter in line with Disclosure Policy. Partially superseded GF/B28/EDP16.
<b>GF/B28/EDP16: Revised Charter of the OIG and Terms of Reference for the Inspector General (March 2013)</b>	Board approval of revisions to OIG Charter and Terms of Reference of the Inspector General, on recommendation by the Audit and Ethics Committee. (Superseded)
<i>Earlier selection processes and revisions to Inspector General Terms of Reference may be reviewed on the online <a href="#">decisions database</a>.</i>	

<sup>2</sup> <https://www.theglobalfund.org/board-decisions/b40-edp14/>

<sup>3</sup> <https://www.theglobalfund.org/board-decisions/b31-edp22/>

<sup>4</sup> <https://www.theglobalfund.org/board-decisions/b31-dp11/>