

Terms of Reference for the Inspector General¹

May 2020

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.

¹ As approved by the Global Fund Board by electronic vote on 19 March 2013 (GF/B28/EDP16) and amended by the Global Fund Board at the 43rd Board Meeting on 15 May 2020 (GF/B43/DP03).

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 & 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.

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 Bodies² 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;

² 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.