

Recruitment Strategy

Technical Evaluation Reference Group¹

Amended and approved by the Strategy Committee, June 2016

Purpose

1. This paper presents the strategy and operational procedures for the recruitment of TERG members. The framework for this document is the Terms of Reference (TOR) of the TERG, approved by the Global Fund Board's Strategy Committee (SC).

Background and Rationale

2. The TERG is an independent evaluation advisory body accountable to the Board, through the SC, for ensuring independent evaluation of the Global Fund business model, investments and impact. The TERG provides independent assurance to the monitoring and evaluation work of the Global Fund. The TERG oversees independent evaluations on behalf of the Board and its Committees.
3. The TERG requires a multi-year recruitment strategy that streamlines its recruitment procedures and provides a transparent, criteria-based selection process. The 2013 Office of Inspector General (OIG) audit of the TERG identified the need for more resources for TERG-related work and commented on the need for improvement in the recruitment procedures of the TERG. The OIG recommended that the Strategy, Investment, and Impact Committee should consider adopting procedures for the selection of TERG members similar to the selection process of the Technical Review Panel (TRP). Accordingly, a TERG Recruitment Strategy was developed in 2014. The TERG Recruitment Strategy may be updated as necessary for new rounds of recruitment.
4. Given the expected workload including the periodic Strategic Reviews of the Global Fund Strategy 2017-2022 and other independent evaluations required, including prospective country evaluations, the capacity of the TERG needs to be strengthened. This includes increasing and strengthening its membership and developing a separate short-listed pool of experts for the TERG to draw upon to obtain wider expertise on an as-needed basis.

TERG Recruitment Strategy

5. The recruitment strategy builds on the experiences and processes of the TERG and TRP recruitments. The TERG Recruitment Strategy will develop a pool of potential TERG members from which members will be sourced in the coming three years, as the need arises. The SC is responsible for oversight of the process and approval of TERG members. The TERG will periodically update the TERG profile required for the coming years. A Working Group on TERG Recruitment is constituted to conduct the recruitment process with calls for expressions of interest made through a broad yet targeted communication strategy. This enables an efficient and flexible recruitment process within the TOR of the TERG approved by the SC and at the same time allows effective and timely strengthening of the TERG membership.

¹ As set forth by the Global Fund's Strategy, Investment and Impact Committee (SIIC) in June 2014 on the basis of the authority delegated by the Board to the SIIC (GF/B25/DP7), as reflected in the Charter of the SIIC. Most recently amended and approved by the Strategy Committee (SC) at its June 2016 meeting.

6. This strategy comprises three main components: detailing the recruitment process (paragraph 7-13); describing a TERG member profile (paragraph 14-18); and identifying specific responsibilities in the TERG recruitment process (paragraph 19-23).

TERG recruitment process

7. The TERG Chair will initiate the TERG recruitment process, normally every three years or when the need arises. The process will be implemented by the Working Group on TERG Recruitment, with administrative and operational support by the TERG Secretariat, and oversight by the SC. The TERG recruitment process will include the following components:
8. *Conducting a TERG needs assessment and updating of the TERG member profile* – Prior to the TERG recruitment process, the TERG will conduct an assessment of membership needs based on its current work plan and its deliverables, with input from SC. Based on the assessment, the TERG will update the TERG member profile which will describe the role and required attributes of the TERG members. The TERG member profile is given at paragraphs 14-18 of this document.
9. *Establishing the Working Group on TERG Recruitment* – The SC Chair will constitute the Working Group on TERG Recruitment and identify its responsibilities. Members of the Working Group and their main responsibilities are listed in this document at paragraphs 19-20.
10. *Development of a TERG expression of interest form* – A simple form will be developed with input from the Working Group. Some of the elements of the form will be:
 - a. Targeted questions related to the TOR and TERG member profile;
 - b. Questions on specific experience related to TERG work;
 - c. Focused questions on monitoring and evaluation-related areas.
11. *Identification of a communication strategy* – Based on TRP recruitment experience and input from TERG and the Working Group, the TERG Secretariat will develop a communication strategy to ensure adequate publicity and encourage expressions of interest from suitable candidates with the requisite qualifications. The communication strategy will include:
 - a. Targeted outreach – through announcements in the Global Fund web-site and through partner organization and other selected networks;
 - b. Tailored communications – to Board constituencies, Board committee members and current and former TERG members;
 - c. Referral mechanism – by requesting SC and TERG members to provide names and contact details of suitable candidates to the TERG Secretariat, who will then reach out to these individuals.
12. *Screening and short-listing of expressions of interest* – The screening and short-listing of expressions of interest will follow the below steps, overseen by the Working Group on TERG Recruitment:
 - a. Initial screening and shortlisting – using a score sheet based on agreed criteria, the TERG Secretariat will screen all expressions of interest and present an overall score sheet and a shortlist of 20-25 persons to the Working Group;
 - b. Shortlisting and interviewing of potential candidates – The Working Group will assess the results and agree on a final shortlist of persons who will be interviewed by telephone.
 - c. Selection of members to replenish TERG and set-up a pool of potential TERG members – Based on the telephone interviews and other documentation, the Working Group will identify relevant persons for the TERG's immediate needs and the TERG pool. This will be followed by reference checks and an assessment of Conflict of Interest.

13. *SC approval* – With input from the Working Group, the TERG will present a paper to the SC on the recruitment process and will request approval for the proposed TERG members and pool of potential TERG members.

TERG Member Profile

14. *General* – As approved in the TOR of the TERG, the TERG shall be comprised of an independent group of experts in monitoring and evaluation who are all institutionally independent of the Secretariat, the Board, and the Board’s Standing Committees. TERG voting members will serve in their personal capacities only and will not represent their employers, governments or Global Fund partner organizations, including the United Nations and its specialized agencies. In addition, six non-voting ex-officio members represent the respective partners defined in the TOR.
15. Membership of the TERG shall be drawn from a range of stakeholders, including practitioners, research institutions, academics, donor and implementing countries, and non-governmental organizations and shall be guided by the criteria outlined in paragraphs 17 and 18 below. Geographical representation and gender balance will also be considered in the selection process.
16. *Language* - As the working language of the Global Fund is English, all TERG members are expected to have advanced English skills. Expressions of interest need to be submitted in English. Fluency in other languages used for the Global Fund is a major asset.
17. *Expertise and experience* - The TERG member profile as a group will include diversity in areas of relevant expertise, including the following:
 - a. Monitoring and evaluation (including expertise in country-level impact assessments, corporate evaluations and data modeling);
 - b. Public health (including epidemiology/biostatistics);
 - c. Social sciences (including behavioural sciences, health financing and economics, health policy, demography, operations research, etc.);
 - d. Program management (including health management information systems, data collection and analysis, and quality assurance);
 - e. HIV/AIDS, tuberculosis and malaria;
 - f. Health system and community systems strengthening;
 - g. Cross-cutting issues including human rights, gender, youth, MARPS and RMNCH; and
 - h. Issues related to development, such as economics, partnership, sector wide approaches, harmonization, and transition.
18. *Key personal competencies* - The TERG member profile for individual members includes the following competencies and responsibilities:
 - a. A knowledge and personal commitment to the Global Fund principles, core values and its activities;
 - b. A facilitative and consultative approach including ability to work independently as well as in a multi-cultural environment;
 - c. Good communication skills;
 - d. High ethical standards; and
 - e. Flexibility and time availability.

Responsibilities during the TERG recruitment process

19. In order to facilitate the TERG recruitment process, a Working Group on TERG Recruitment will be constituted prior to the TERG recruitment process as defined in the TERG TOR. The Working Group will consist of the following members:

- a. The SC leadership;
- b. The SC focal point to the TERG;
- c. The TERG Chair;
- d. The Secretariat focal point to the TERG; and

The Working Group will be supported by the TERG Secretariat.

20. The Working Group on TERG Recruitment will ensure that the TERG recruitment is conducted through an open, transparent and criteria-based selection process. Specifically, the *responsibilities of the Working Group* will be as follows:
 - a. Endorse the TERG Recruitment Strategy and the updated TERG member profile;
 - b. Provide input in to the expression of interest and communication strategy;
 - c. Select and recommend the final list of new/renewed TERG members and the pool of potential TERG members to the SC for approval;
 - d. Document the lessons learned and make recommendations on the process.
21. The *responsibilities of the SC* will be as follows:
 - a. Provide oversight of the TERG recruitment process;
 - b. Approve the final TERG member selection.
22. The *responsibilities of the TERG* will be as follows:
 - a. Conduct a membership needs assessment and update the TERG member profile prior to the recruitment process;
 - b. Input in to the TERG expression of interest form and communication strategy.
23. The *responsibilities of the TERG Secretariat* will be as follows:
 - a. Ensure that the TERG rotation policy is adhered to;
 - b. Support the recruitment process including facilitation of the expressions of interest and communication strategy; short-listing of expressions of interest; communication to partners regarding their ex-officio representation; and necessary documentation;
 - c. Provide administrative support to the Working Group on TERG Recruitment.