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# Joint Agreed Management Actions (AMAs) Progress Report

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GF/B42/07

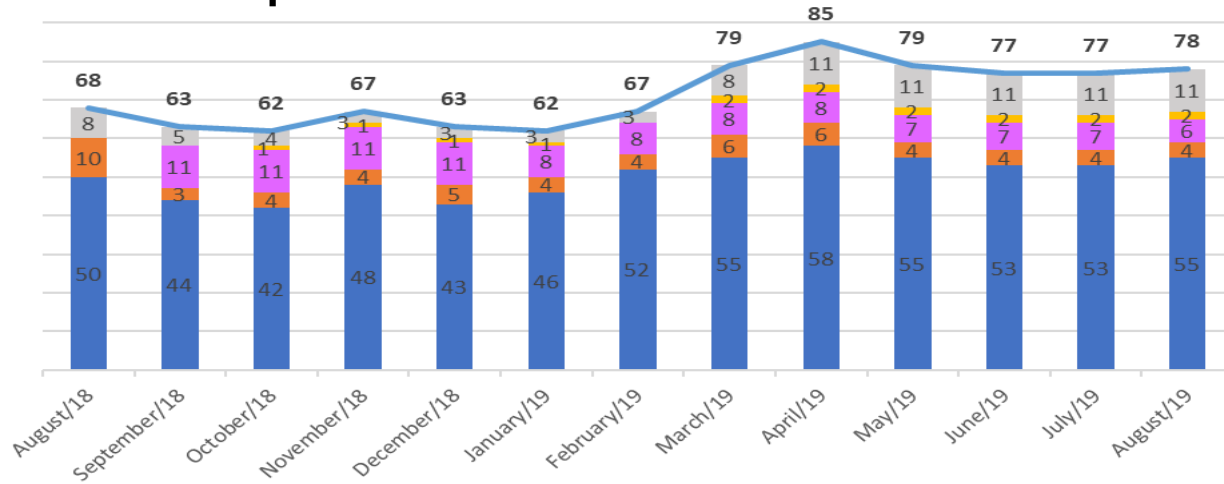
42<sup>ND</sup> BOARD MEETING

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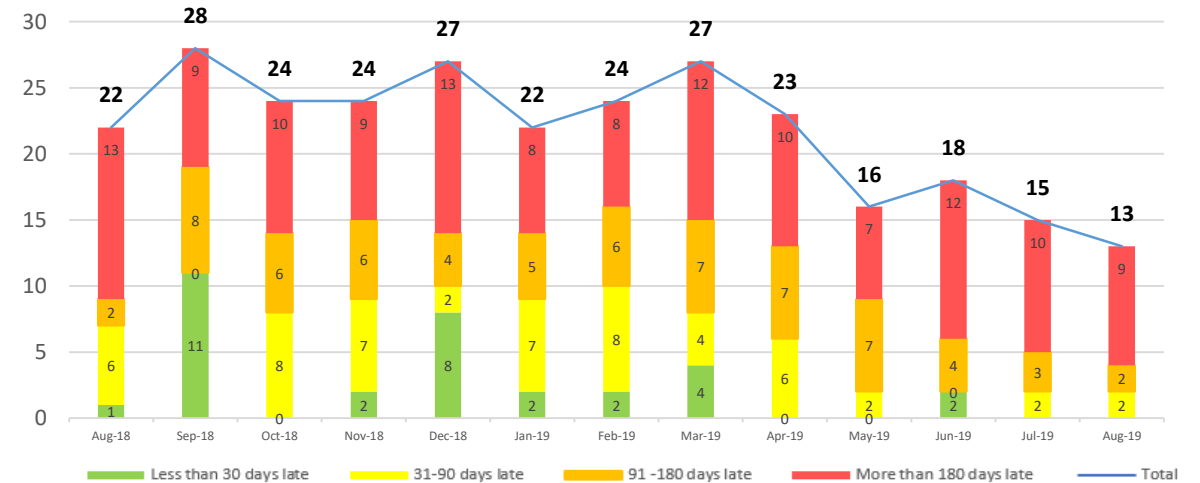
# Total Open AMAs



Summary of key trends on slide 3

# Overdue AMA Aging

Days late	<30	31-90	91-180	>180	TOTAL
Grant Management			2	6	8
Sourcing & Supply Chain		1		2	3
Finance					
Other		1		1	2
<b>TOTAL</b>		2	2	9	13



## Section 1:

# Long-Outstanding AMAs Progress Report

# Overview of progress on long outstanding AMAs

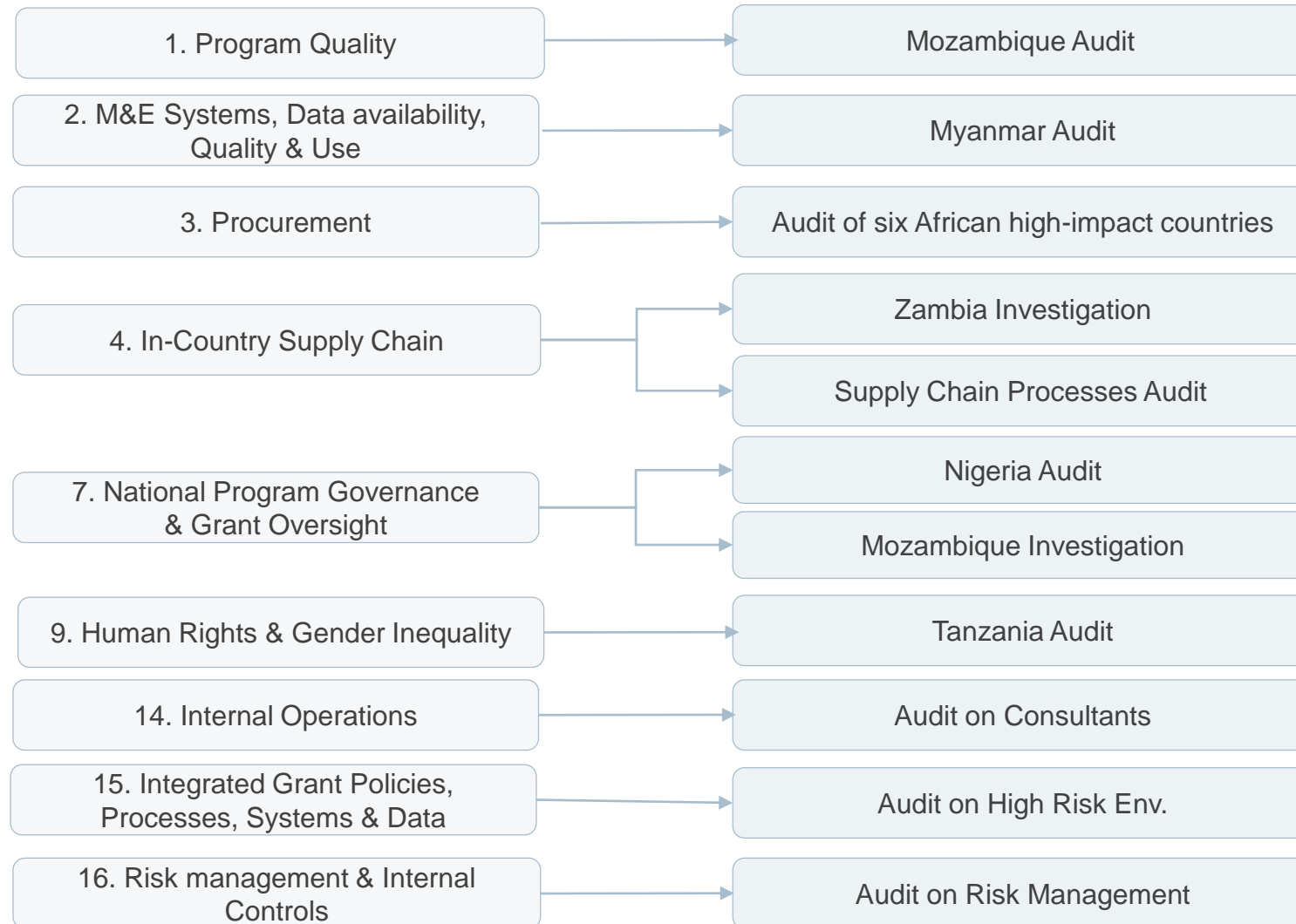
## Summary of progress and areas for attention since the last report

1. **Overall progress:** The number of long overdue (>90 days) AMAs is at an all-time low of 11, reflecting progress in implementing the open and overdue AMAs.
2. **Downward aging trend:** The total number of overdue AMAs was 13 in August 2019, down from 16 in May 2019 and from 27 in March 2019.
3. **AMAs:** The Secretariat is comfortable that sound AMAs are being agreed, taken seriously and implemented as quickly and completely as is feasible.
4. **Complexity of overdue AMAs:** AMAs that are listed as long overdue tend to be complex and contain multiple actions aimed at long-standing issues. These are ambitious, often requiring long-term engagement and relying heavily on third parties to complete.
5. **Level of effort:** Similarly, where an AMA has become overdue, this status may not always reflect the amount of work invested to date nor, in some cases, substantial progress towards completion, where only specific components may remain outstanding.
6. **Progress expected in 2019:** For a number of overdue AMAs, the new expected completion dates provided by the Secretariat are imminent, with a majority expected to be completed within 2019.
7. **Long-outstanding AMAs** on CCM evolution and supply chain have recently been closed, reflecting progress made against the requirement of the AMAs. The AMAs had focused on design of systematic solutions and initiation of rollout, which has been implemented. The related work will have to be carefully executed and monitored to ensure rollout is completed, and is effective in resolving underlying issues. This effectiveness will be reviewed in any OIG follow-up work on these areas.

AMAs are grouped according to categories used in the Organizational Risk Register (ORR).

# Long-outstanding AMAs (>90 days) by ORR\* type

\*Organizational Risk Register



# ORR # 1. Program Quality

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Audit of Global Fund Grants to the Republic of Mozambique	Agreed Management Action 1	The Secretariat and partners will conduct a national, sample-based, follow-up study to track and determine the status of lost-to-follow-up cases of people on anti-retroviral treatment in selected sites.	31/12/2018	Mark Edington (Head, Grant Management Division)	<p>This was delayed as planned partner funding was withdrawn. The scope of the joint qualitative study has been developed and a detailed protocol has been finalized. The study is expected to be finalized by end-2019.</p> <p>Target date: 31 December 2019</p>	The OIG will close the AMA after the national follow-up study to track and determine that the status of lost-to-follow-up cases is complete.

## ORR # 2. Monitoring & Evaluation

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Audit of Global Fund Grants in the Republic of the Union of Myanmar	Agreed Management Action 4	The Global Fund Secretariat will work with the Myanmar Health Sector Coordinating Committee, Ministry of Health and Sports, WHO and Principal Recipients to finalize the 'Enterprise Architecture Blueprint for Health Information System Interoperability'.	31/12/2018	Mark Edington (Head, Grant Management Division)	<p>Version 2 of the Blueprint is undergoing additional review. Development of Version 3 is planned by the Ministry of Health and Sports and WHO. Following Version 3 there will be training in, and operationalization of, the system.</p> <p>There is limited expertise in the region regarding the system's development and implementation. This is quite a sophisticated exercise and the delay is due to additional iterations taking longer than originally anticipated.</p> <p>Target date: 31 December 2019</p>	The OIG acknowledges the technical nature of the exercise and difficulties in obtaining pertinent technical expertise. The AMA will be closed upon successful completion and verification of the enterprise architecture.



# ORR # 3. Procurement

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Audit of the quantification and forecasting arrangements for antiretroviral medicines supported by the Global Fund in six African high-impact countries	Agreed Management Action 4	In conjunction with the Sourcing Department and in line with the Procurement for Impact project, a platform to automatically aggregate data for the global health product forecast for the three diseases will be implemented. As an intermediate measure of progress, manual aggregation will be completed by 30 September 2014.	30/09/2015	Philippe Francois (Head of Sourcing & Supply Chain Department)	<p>The new Sourcing and Supply Chain organization was effective 1 June 2019. As part of the reorganization a new team, Principal Recipient (PR) Services Team is now responsible for aggregating demand information. Two of its five key objectives for H2-2019 include:</p> <ul style="list-style-type: none"> <li>Using the existing GFS demand management functionality in GFS), provide an accurate 2020 demand forecast for product categories under Framework Agreement for priority countries to support establishment of KPI12b 2020 target-setting and 2020 Framework Agreement allocations. Target date: 31.12.2019</li> <li>Based on an approved demand management model, finalize the demand model implementation plan that will improve visibility of health product volumes and also align with finance/budgeting processes. Target date: 30.06.2020</li> <li>It is planned to roll-out the new approach to support and leverage grant making in 2020 and full implementation in the 2021-2023 grant cycle. Target Date: 31.12.2020</li> </ul>	This AMA focuses on creating a platform for consolidating and drugs procurements of the Global Fund, to improve timeliness and efficiencies. The Secretariat has shared the details of the enhanced plan to address the requirements of this AMA, and the OIG agrees with the phased approach, the content of the planned initiatives and the proposed deadlines to address the AMA requirements.

# ORR # 4. In-Country Supply Chain

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Investigation of Global Fund Grants to the Republic of Zambia	Agreed Management Action 3	Based on the findings of this report, the Global Fund Secretariat will confirm that Medical Stores Limited (MSL) regularly reports stock variances in Global Fund-financed products and that variances are being investigated per MSL procedures.	28/02/2019	Mark Edington (Head, Grant Management Division)	The Country Team has engaged in two reviews to confirm compliance with stock variance reporting by MSL, but despite progress made, the CT is not yet prepared to confirm compliance. The CT continues to engage on this issue.  Target date: 31 December 2019	Whilst the OIG recognizes the efforts made by the CT to engage with MSL to systematize stock variance reporting, MSL has been slow to demonstrate compliance with its processes.

# ORR # 7. National Program Governance & Grant Oversight

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Follow-up Audit of Global Fund Grants to the Federal Republic of Nigeria	Agreed Management Action 1	The Secretariat will submit to the relevant Board committee a revised guidance on CCM roles and responsibilities for countries under Additional Safeguard Policy. Based on the approved guidance, the Secretariat will set specific expectations for the Nigeria CCM.	31/12/2018	Mark Edington (Head, Grant Management Division)	The ASP OPN has been revised to include periodic review of ASP status for each country on ASP, as well as criteria for ASP removal. The CCM role under ASP was not included in the recent revision in order to allow this portion to be rolled into the ongoing CCM Evolution work. The ASP Policy will be revisited again, including CCM role, within the context of policy revisions in preparation for the upcoming funding cycle.  Target date: 31 March 2020	The OIG agrees with the proposed way forward, and the AMA will be closed once the CCM roles and responsibilities are incorporated in the ASP policy.
Mozambique investigation - Misappropriation of funds by CCM Executive Secretary	Agreed Management Actions 2 & 3	<p><b>2.</b> The Global Fund Secretariat will ensure that the Memorandum of Understanding between the CCM and CCM funding recipient, FDC is updated so it clearly outlines procedures for requesting payments and clearing advances.</p> <p><b>3.</b> Based on the findings in this report, the Global Fund Secretariat will ensure that the CCM revises its governance documents for the oversight of CCM employees and the financial management guidelines for CCM expenditures.</p>	31/03/2019	Mark Edington (Head Grant Management)	The CCM provided an updated MOU and governance documents in late March 2019, however the Country Team saw the need to further strengthen these documents. Since the Mozambique CCM is undergoing a broader reform, the CCM Hub and the Country Team decided to include these issues within the terms of reference of the consultants to accompany the reform process. Revised documents should be finalized by the end of 2019 following this work.  Target date: 31 December 2019	The OIG is comfortable that the CT is engaging fully with FDC. Drafts of the proposed changes have been considered by both parties.

# ORR # 9. Human Rights & Gender Inequality

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Global Fund Grants to Tanzania (mainland) Follow-up Audit	Agreed Management Action 3	In collaboration with partners, the Secretariat will conduct an evaluation of the implementation of the national Key and Vulnerable Population Guidelines, the findings and recommendations of which will guide any required reprogramming of grant funds.	31/12/2018	Mark Edington (Head, Grant Management Division)	<p>In view of the challenging political events in the last quarter of 2018, the Secretariat and UNAIDS jointly agreed to postpone the evaluation until the atmosphere was congenial for a dialogue with policy makers and implementers. This dialogue was reinitiated in January 2019. Suitable scope and timelines were agreed with UNAIDS/WHO and field work and data collection have been completed. The report should be completed imminently.</p> <p>Target date: 31 October 2019</p>	The OIG discussed the challenges in implementation with the Secretariat, notably those related to political conditions in the country. The OIG acknowledges the Secretariat's assessment that effective implementation required delaying implementation initially, and based on the progress subsequently, expects review of the report and AMA closure soon.

# ORR # 14. Internal Operations

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Planning and Management of Consultants	Agreed Management Action 1	<p>As part of the ongoing Procurement Improvement Plan and Strategic Workforce Planning Initiative, the Secretariat will implement:</p> <ul style="list-style-type: none"> <li>- detailed guidance and training to business departments on use of consultants, including a process for determining departmental consulting requirements, and analyzing all related options;</li> <li>- process for consolidation of consulting needs, management review and decision-making reporting and oversight;</li> <li>- consultant management process defining roles and responsibilities for key aspects, including resource planning, options analysis, bidding and selection, contract management, compliance monitoring, and performance management;</li> <li>- enhanced controls on contracts-related administrative and contractual requirements;</li> <li>- standard processes for consultant background checks (for individual consultants) and performance checks, and recording their assignment performance in a central repository.</li> </ul> <p>The Secretariat will also perform an analysis of costs, benefits and risks for existing long-term consultants, and compare them with those for staffing options, to determine the way forward.</p> <p>The new HR software (WorkDay) will record and report all administrative and contractual information on consultants, and the Secretariat will explore options to enhance GFS to enable, in sync with WorkDay, automated extraction and analysis of critical consultant data for strategic decision-making.</p>	31/03/2018	Philippe Francois (Head, Sourcing & Supply Chain Dep't)	<p>A meeting with OIG took place to discuss the specifics of this AMA – what action had already been implemented, what action could be attributed to Sourcing under the current Consultancy project and what would fall under the remit of the Strategic Workforce Planning (SWP) project led by HR.</p> <p>OIG and AMA owners agreed to segment the different components and agree how Sourcing could work to close out the activities, and what would be transferred to HR to close under the SWP project/HR audit.</p> <p>The segmentation has been reviewed and discussed, and the minimum activities needed to close the AMA have been agreed.</p> <p>Target date for full implementation: December 2019</p>	<p>The Secretariat currently has three parallel ongoing initiatives to address various aspects of the AMA requirements:</p> <ul style="list-style-type: none"> <li>• Strategic workforce project: will include detailed guidance and trainings to business units on assessing the need for consultants, and evaluating consulting and staffing options. The project will introduce Divisional / Departmental Workforce Plans, including consulting requirements. This initiative will streamline consolidation of organizational consulting needs, strengthen their contract and performance management processes, and also align necessary Workday and GFS processes for consultant management.</li> <li>• Consultancy Project 19: will develop a MEC-approved OPN for consultant management, including process for review of consultant needs and options analysis. It will also introduce management dashboards in Workday, and MEC reporting, and clarify roles and accountabilities for consultant management. It will also strengthen and clarify controls on consultant rates, durations, and exceptions.</li> <li>• Procurement Improvement Plan: will strengthen and clarify consultant recruitment policies and templates (e.g. RFPs). A consulting store has been implemented in GFS to capture consultant data specifically; Workday has also been implemented, incorporating consultant records fed by GFS data, while also strengthening Horus background checks.</li> </ul> <p>The OIG has agreed to close the AMA once:</p> <p>(a) the material AMA requirements relating to defining roles and responsibilities for consultant management, and contract and performance management improvements have been completed. (b) clear plans and progress can be reviewed to evidence that SWP work on consultant planning and options analysis is on track.</p> <p>The Secretariat is currently fast-tracking work on defining roles and responsibilities, and improving contract and performance management. Upon their completion, the AMA will be closed.</p>

# ORR # 15. Integrated Grant Policies, Processes, Systems & Data

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Global Fund Grant Management in High Risk Environments	Agreed Management Action 1	<p>The Secretariat will develop:</p> <p>a) Operational Policy Note for Challenging Operating Environments (COEs) that clarifies the process for classification of countries as COEs including further sub-classifications and the flexibilities available to the countries and how such flexibilities are approved.</p> <p>b) Guidance for contingency planning for countries facing crisis and emergencies.</p>	30/06/2017	Mark Edington (Head, Grant Management Division)	<p>A differentiated approach for COEs should allow for faster reprogramming to shift into emergency response. The COE OPN in place since January 2017 provides one avenue for this, requesting CTs present alternative implementation arrangements and operational changes in case of emergencies during TRP approval. For emergencies that are not captured during TRP approval, an approach for emergency situations has been included as part of the Portfolio Performance Committee (PPC) review process. Through an Executive Portfolio Review, Country Teams will be able to present operational changes to grants for more agile response. Input from partners would be included prior to senior management decisions being made. These changes are included in the newly revised PPC Terms of Reference.</p> <p>In addition to the above, the COE Support Team has developed a contingency planning methodology that takes into consideration humanitarian partners' approaches and builds on Secretariat experiences in the Central African Republic, DRC and more recently in Nicaragua. This document aims to guide CTs in working with in country relevant stakeholders to provide: i) contextual information, ii) analysis on the humanitarian impact, and iii) proposed actions, mitigating measures and actors to be involved in case of an emergency. Approval of a final information note on contingency planning for COEs is imminent.</p> <p>Target date: 30 September 2019</p>	<p>The audit found that Global Fund policies provide inadequate guidance on how to manage the classification of challenging operating environments, notably on how to initially assign the COE classification, how to approve and use flexibilities available to countries that are categorized as such, and how to perform contingency planning for countries facing crises and emergencies. This AMA is thus considered as high-priority.</p> <p>Since the audit, the OPN on COEs has been operationalized, and a process has been instituted to enable efficient reprogramming in COEs through the Portfolio Performance Committee (PPC). While the contingency planning guidance has been drafted, it has not yet been approved, although approval is likely to be finalized soon. The AMA is expected to be closed upon approval of the contingency planning guidance.</p> <p>This AMA was declared as implemented by GMD after the cut-off period, and closed by OIG subsequently.</p>

# ORR # 16. Risk Management & Internal Controls

Report	AMA	AMA Text	Due Date	Owner	Secretariat Update	OIG Comment
Global Fund Risk Management Processes	Agreed Management Action 5	In conjunction with the Chief of Staff and Ethics Officer, the Secretariat will establish procedures for measuring and reporting the status of compliance of all key controls of key business processes.	31/12/2018	Rahul Singhal (Chief Risk Officer)	<p>The Risk Department has defined an approach to building out business process monitoring and oversight, including roles and responsibilities of the first and second line in monitoring process performance and control effectiveness, as well as exception reporting. The approach is being rolled out in a phased manner in business areas that generate a high level of risk.</p> <p>For processes prioritized for second line oversight, process owners and Risk have jointly identified a set of key indicators for monitoring selected process controls based on key risks and corresponding key controls. Development of reporting is complete (Treasury) or underway (GMD and Sourcing) for all prioritized areas. For GMD processes, this is being implemented through process performance dashboards, which will be used by the first line to monitor selected key process controls and report exceptions for escalation and handling/dispensation. Roll-out of management reporting formally began in July 2019 and full implementation is expected by October 2019.</p> <p>First line monitoring activities have also been defined and deployed for other key business processes (e.g. automated dashboards, routine sample reviews), and will be further strengthened through performance monitoring of all business processes as part of the rollout of the Performance &amp; Accountability Framework.</p> <p>Target date: 31 October 2019</p>	<p>The audit identified a lack of a structured mechanism to monitor the overall compliance of all key business processes and their internal controls. This was found to impact compliance levels, monitoring and accountability of non-compliances, and the overall control culture in the organization. A strong compliance monitoring and accountability framework, in line with international best practices such as the COSO framework, was needed. The Secretariat opted to:</p> <ul style="list-style-type: none"> <li>• Map out the universe of Secretariat processes, and prioritize the key processes. This work has been completed.</li> <li>• Develop key risk indicators, what they aim to detect, and a monitoring mechanism (e.g. dashboard, report, spot checks, exception reporting etc., as appropriate) for the key controls within the prioritized processes.</li> <li>• Clarify the accountability for control compliance and monitoring.</li> </ul> <p>The OIG agrees that the revised methodology and the content of the holistic approach would address the AMA requirements.</p> <p>The AMA can be closed once the risk indicators, monitoring mechanisms, and roles and accountabilities for the prioritized processes have been clarified. These steps are planned to be completed by 31 October 2019, and the AMA can be closed once the steps are completed and verified by end of 2019.</p>

## Section 2:

# Other High-Priority AMAs



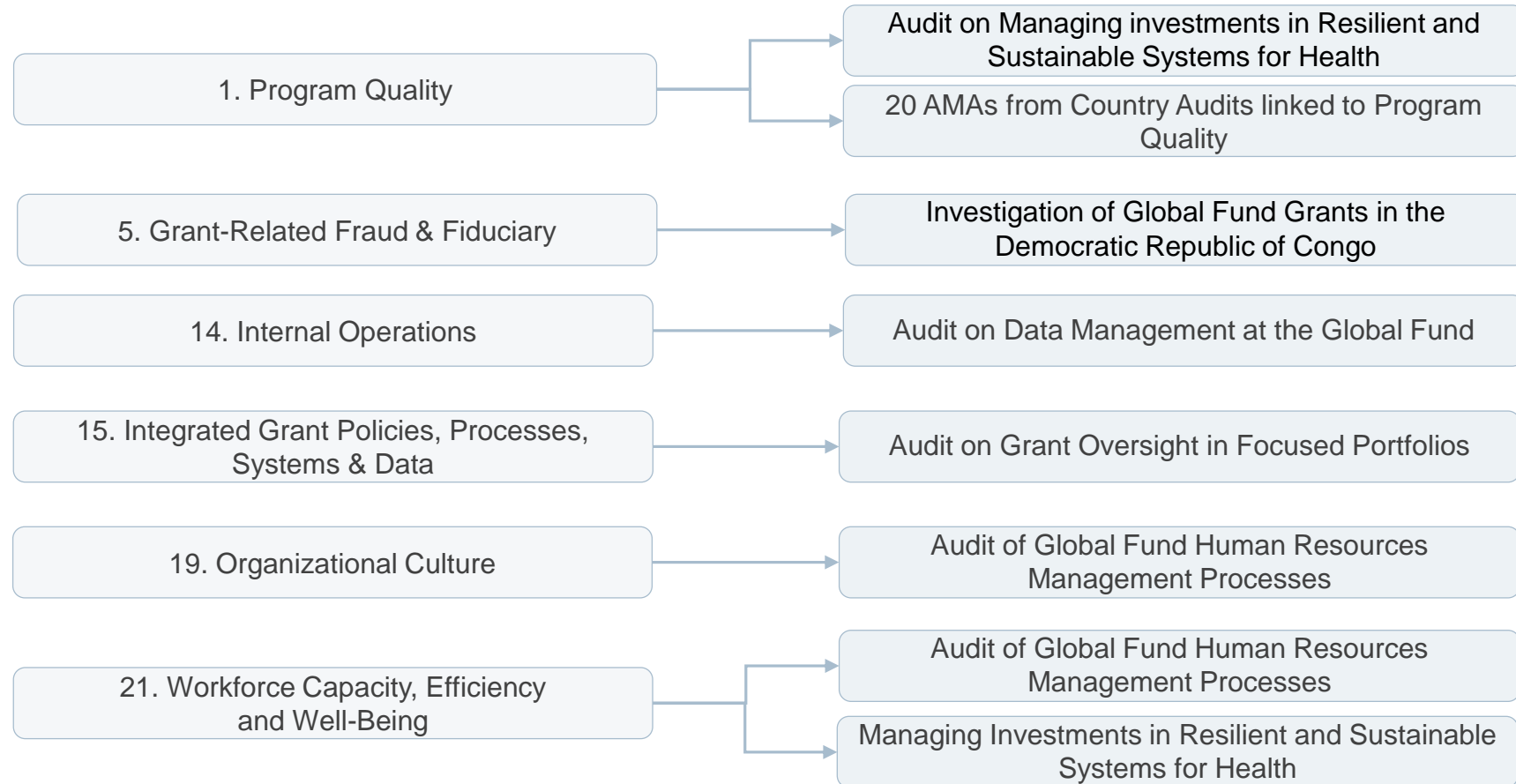
# AMAs Selected for AFC Consideration

## Rationale and selection principles

OIG engagements are risk-based in nature. Thus, issues highlighted in OIG reports and the related AMAs are, by definition, significant ones that present important risks to the organization. Within a pool of important AMAs, some may be more appropriate or relevant to elevate for AFC consideration and discussion than others. While the previous section highlighted AMAs which have seen their full implementation delayed, this section provides a list of additional AMAs that may not be overdue but which still merit AFC attention, based on subjective criteria influenced by various factors and specific circumstances. Rather than establishing rigid prioritization criteria, the following basic principles will be considered in highlighting specific AMAs for the committee's attention:

- **Risk** – Does the AMA pertain to an issue that may cause the Global Fund to operate outside its current risk appetite (either because of an individual AMA or in aggregate relating to a common theme)? Or could the issue potentially prevent the GF from reaching its target risk appetite, if unaddressed?
- **Materiality** – Does the AMA address a significant issue related to intervention/program/process that involves significant allocation of financial budgets or other resources?
- **Impact** – If the issue addressed by the AMA materializes, does it involve a potentially significant impact (e.g. program failure, material financial loss, significant reputational damage)?
- **Pervasive or cross-cutting nature** – Does the AMA address a significant cross-cutting problem or initiative that impacts several important processes, programs or activities (e.g. supply-chain transformation, transition management, risk oversight)?
- **Linkage to strategic priorities or initiatives** – Is the AMA tracking progress on a significant strategic priority at the program level or strategic initiative at the corporate level?

# High Priority AMAs by ORR type



# ORR # 1. Program Quality

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-19-011	Managing investments in Resilient and Sustainable Systems for Health	Osamu Kunii (Head, Strategy, Investment and Impact Division)	Agreed Management Action 2  Due date: 13/12/2019	<p>The Secretariat will:</p> <ul style="list-style-type: none"> <li>• revise existing information notes and guidance on RSSH to encourage further integration of Global Fund investments with national systems and processes and to define minimum expectations in funding requests taking into account portfolio differentiation.</li> <li>• work with the Technical Review Panel and Grant Approvals Committee to ensure countries meet the minimum expectations or strong justification is provided in the review and approval processes of funding requests and grants.</li> <li>• develop and execute a change management plan to support the implementation of the new and revised guidance as part of the operational launches.</li> </ul>	<p>The Global Fund has elevated RSSH to one of its four strategic objectives and, since 2014, has invested approximately US\$5.8 billion in this area. However, most in-country grant implementation structures, as well as coordination mechanisms both in-country and at the Secretariat, are not structured in line with cross-cutting health systems. There is a significant gap between investment guidance and practice. There are also missed opportunities for more data-driven and results-focused investments.</p> <p>Implementation of the AMA is commencing through the Secretariat's roll-out of the RSSH Roadmap. The Secretariat is: revising application templates and materials; revising grant approval and monitoring forms/tools to ensure key requirements from the guidelines are complied with, with improved coordination between departments and the country during that process; strengthening guidance to countries to address cross-cutting and systems issues in an integrated manner, and begin the modular framework with cross-cutting RSSH modules.</p>

# ORR # 1. Program Quality

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
N/A	Multiple audits-individual AMAs are operational, country-specific and not prioritized. However, overall subject has been prioritized.	Mark Edington (Head, Grant Management Division)	N/A	20 AMAs are currently open that relate to Program Quality. The AMA requirements vary significantly by country, and include detection and diagnosis, testing and coverage, treatment success and loss to follow-up, supervision and follow-up of services, health workforce improvements etc.	Program quality and quality of services are a consistent theme in OIG AMAs. Closing of individual AMAs is often matched by new AMAs coming out of new reports, which means that the theme carries on from period to period. The magnitude of the underlying risk is therefore greater than the individual, currently-open AMAs may seem to indicate. As such, the OIG highlights the overall theme as critical for programmatic success. While issues, priorities and solutions are often country-specific, commonalities are also observed across the portfolio in the nature of challenges. These themes are also reflected in the OIG annual opinion

# ORR # 5. Grant-Related Fraud & Fiduciary

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-19-006	Global Fund Grants in the Democratic Republic of Congo	Rahul Singhal (Chief Risk Officer)	Agreed Management Action 4  Due date: 31/12/2020	<p>Based on an evaluation of the effectiveness of PSI's internal controls as part of AMA 1, the Global Fund will re-evaluate its framework agreement with PSI to clarify the scope of responsibility between different assurance providers, including defining criteria for the scope of verifications to be conducted by these assurance providers.</p> <p>Furthermore, the Global Fund will review assurance arrangements with other international non-governmental organizations to determine whether revisions are required to their respective assurance arrangements and/or framework agreements, and develop a plan to implement any revisions identified.</p>	<p>The Global Fund uses INGOs to implement grants in most of its portfolios. Most of these organizations have assurance arrangements similar to that of PSI. Thus, with similar potential risks around assurance arrangements at those INGOs, the scope of the AMA is not limited to the DRC portfolio. The Secretariat will also be reviewing the assurance arrangements for other international non-governmental organizations. This makes this AMA important, to ensure that the various Global Fund assurance mechanisms work as intended, and that there are no gaps, such as those identified as a 'root cause' in the DRC investigation.</p>

# ORR # 14. Internal Operations

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-18-009	Data Management at the Global Fund	Michael Johnson (Chief Information Officer)	Agreed Management Action 1  Due date: 30/06/2019	As planned in the Data Governance Committee work plan for 2018 and 2019, the Secretariat will continue the ongoing work and by 30 June 2019 will have in place: <ul style="list-style-type: none"> <li>• An enterprise-wide data management strategy that builds on the existing design framework;</li> <li>• Data catalogue for corporate data sets and their owners and stewards;</li> <li>• Data management policies and processes, including               <ul style="list-style-type: none"> <li>o Risks identified and related controls;</li> <li>o Defined accountabilities, roles and responsibilities.</li> </ul> </li> </ul>	<p>The Global Fund is dependent on the availability of reliable and high quality data to make critical business decisions and to measure and maximize impact. The Secretariat has progressed in the development of its data management strategy. Key data sets have been defined, a central data warehouse has been developed and rolled out, and the Secretariat has released dashboards with country-level portfolio information which aid decision-making. This AMA recently became overdue (end of June this year). The overall strategy, data cataloguing and dictionaries, standardization of data management policies and procedures, and clarifying accountabilities remain work in progress.</p> <p>A key factor contributing to the delay in outstanding activities is that they cross-cut between multiple departments, particularly Chief Information Office Team and Grant Management Division. The AMA was originally assigned to Grant Management, but based on the focus of AMA activities, it was transferred to the Chief Information Office earlier this year. The new Chief Information Officer, since assuming his role in 2019, has prioritized work on the overall data management strategy. The OIG anticipates that this AMA will be implemented by end of this year.</p>

# ORR # 15. Integrated Grant Policies, Processes, Systems & Data

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-18-022	Grant Oversight in Focused Portfolios	Mark Edington (Head, Grant Management Division)	Agreed Management Action 1  Due date: 31/12/2019	<p>The Secretariat will conduct a review of the current model and approach for focused portfolios and develop options to drive further impact and efficiency in the operating model. This will take into account considerations of risk, cost/benefit, impact and efficiency and include development of options for:</p> <ul style="list-style-type: none"> <li>• Streamlining the focused countries portfolio and operations, relevant processes and procedures,</li> <li>• Exploring opportunities and modalities for joint investments with development financing institutions</li> <li>• Leveraging opportunities for investment modalities focusing on results</li> </ul> <p>Recommendations from this review will be incorporated into an implementation road map to be approved by the project steering committee.</p>	<p>The standard operating model of the Global Fund is not ideally suited or most efficient for focused portfolios. This AMA seeks to address that issue.</p> <p>The audit identified opportunities for further differentiating the grant making, implementation, revision and assurance processes for focused portfolios to reduce the administrative burden and generate efficiencies. Focused portfolios were found to account for 20% of grant management staff operational expenditure, and significant time and effort, although constituting only 6% share of the disease burden and 12% share of allocation. There was a need for a holistic review of current requirements, and related risks, impact and cost/ benefits, to develop options for enhancing grant impact and efficiencies.</p> <p>The Secretariat has undertaken a structured review of the current status of the operating model for focused portfolios, integrating lessons learnt in the preparations for the next business cycle. It has elaborated draft roadmaps for impacted regional portfolios driven by regional priorities and centered around:</p> <ul style="list-style-type: none"> <li>(i) opportunities for driving further impact and efficiency through streamlined joint programming opportunities to activate synergies and coordination at country level;</li> <li>(ii) opportunities for joint investments with development financial institutions (transactions in implementation and in the pipeline)</li> <li>(iii) opportunities for applying more consistently payment for results modality (with launched development of the relevant operational approach).</li> </ul>

# ORR # 19. Organizational Culture

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-19-007	Audit of Global Fund Human Resources Management Processes	Marijke Wijnroks (Chief of Staff)	Agreed Management Action 3  Due date: 31/12/2019	The Secretariat will develop a framework related to harassment, including sexual harassment, bullying and abuse of power in the context of Global Fund programs; this framework will cover the wider stakeholder environment of the Global Fund (including CCMS, implementers, suppliers and others) and define and clarify the roles and responsibilities across different functions within the Global Fund, including the GMD department, Ethics Officer and OIG.	Sexual harassment, and sexual exploitation and abuse, represent major sources of legal and reputational risk. The Secretariat has taken important steps to mitigate risks, revising harassment policies and procedures in the Employee Handbook and increasing employee awareness through training and communication. However, policies also need to be adapted for implementers, suppliers and other program stakeholders. Clear roles and responsibilities across different functions within the Global Fund have not been formally defined, and robust allegations, escalation and investigation mechanisms have not been laid out. This raises reputational and legal risks, including the risk of losing future International Labor Organization tribunal cases.



# ORR # 21. Workforce Capacity, Efficiency and Well-Being

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-19-007	Audit of Global Fund Human Resources Management Processes	Patrick Nicollier (Head, Human Resources Department)	Agreed Management Action 5  Due date: 30/06/2020	<p>The Secretariat will implement Strategic Workforce Planning (SWP) to enable strategic scenario planning, statistics and budgeting:</p> <ul style="list-style-type: none"> <li>- Confirm the case for SWP and selection of the SWP methodology (tool and process) and pilot.</li> <li>- Update the governance and process maps.</li> <li>- Update the change management material (communication /training material) and project plan.</li> <li>- Deploy Strategic Workforce Planning.</li> </ul>	<p>SWP involves designing a process which proactively anticipates current and future hiring needs. SWP implementation at the Global Fund has been significantly delayed. In June 2018, a new staggered SWP approach was approved by the MEC and piloted, but it has the following gaps:</p> <ul style="list-style-type: none"> <li>• KPIs such as workforce quality and productivity were defined, but no targets set. Further, many KPIs were not directly related to SWP.</li> <li>• Limited workforce planning experience in the HR department, and competing workload demands, create risks for the timely and effective delivery of SWP project.</li> <li>• No cross-functional steering committee to oversee SWP implementation.</li> </ul>

# ORR # 21. Workforce Capacity, Efficiency and Well-Being

Project Code	Project Name	Owner	AMA	AMA text	Prioritization rationale
GF-OIG-19-011	Managing investments in Resilient and Sustainable Systems for Health	Marijke Wijnroks (Chief of Staff)	Agreed Management Action 1  Due date: 30/06/2020	1a. The Secretariat will assess its capabilities and capacities to deliver on the RSSH Roadmap and develop an appropriate learning and development plan for RSSH for the 2020-2022 cycle. 1b. The Secretariat will define the roles, responsibilities and key processes of RSSH as part of the ongoing Performance and Accountability Framework at the corporate level.	The Global Fund has elevated RSSH to one of its four strategic objectives and, since 2014, has invested approximately US\$5.8 billion in this area.  This AMA targets capability and capacity aspects of RSSH including roles and responsibilities across the Secretariat. AMA implementation is commencing through the ongoing Strategic Workforce Planning and Performance and Accountability Framework matrix.