

## Frequently Asked Questions: Responses to questions that we've been asked

*Last updated 21st September 2022*

### **APPLICATION MATERIALS**

#### **Q: Is there a limit to resume/CV length?**

There is not a strict limit. You should share a CV or resume that adequately reflects your work experience, education, and thought leadership, bearing in mind that we will be trying to get a high-level impression of what you would bring to the role, from a quick read.

#### **Q: How strict is the two page cover letter limit?**

Please do keep your cover letter within the two pages limit. We know that you may have lots to say, but we also have a lot of applications to review. And, being able to communicate clearly and concisely is an important skill. So this is a chance to demonstrate your abilities in this area!

### **CANDIDATE SELECTION**

#### **Q: What kind of candidate are you looking for?**

A: The candidate profile in the [job description](#) sets out what we are looking for. We are keen to find someone who has a strong understanding of the governance and anti-corruption landscape, can advance conversations with potential partners and funders about the value Global Integrity can add, and is able to lead the team in ways that are in line with the organization's collaborative, inclusive, humble, open and innovative ways of working.

#### **Q: From the perspective of the board, and staff, what would an incoming director's Key Performance Indicators be? Or, in other words, what are they hopeful that s/he achieves in the first year?**

A: We do not currently use a formal system of Key Performance Indicators. However, the priority areas for the incoming Executive Director are driving our fundraising efforts, strengthening the team to ensure we have the skills we need to deliver, and - working closely with our Finance and Operations lead - further enhancing our internal systems to improve our organizational effectiveness.

#### **Q: How is the board involved in the process of selecting the new ED? What about staff?**

A: The board has formed a committee (the Executive Search and Transition Committee) which is made up of a subset of board members and the Global Integrity management team. The ESTC is closely involved in all stages of recruitment and meets on alternate weeks to ensure adequate

alignment and attention to this priority recruitment process. The ESTC will make a recommendation to the board on a finalist and the full board will be responsible for approving the candidate and extending a formal offer. In addition to the management team’s involvement on the ESTC, other staff are being provided with opportunities to contribute to the selection process through the drafting of interview questions and participation in different stages of the process.

**Q: What is the full recruitment and interview process like?**

A: As it currently stands, the recruitment process has three phases. Phase 1 is Preselection and Screening—during this phase, prospective candidates are able to request an office hours appointment with our recruitment partners at Revolution Impact ([here](#)) and invited candidates will be screened by our recruitment partner and one member of the GI management team to determine (with input from the ESTC) which candidates move to the next phase. Phase 2 is Panel Interviews—during this phase, shortlisted candidates will be invited to two panel interviews, one on culture and one focused on the technical aspects of the role. The panels for these interviews will include a mix of board members and staff. Phase 3 is Finalist Interactions—during this phase, finalists will be invited to a Q&A with all GI staff and will also have a conversation with the GI Board Chair and one other board member. References will be requested and checked during Phase 3. We hope to extend a final offer to a candidate by mid-October, but recognize this may be an overly ambitious timeline.

**STRATEGY & STRATEGIC POSITIONING**

**Q: What is Global Integrity’s current strategy and where is the organization in its strategy development cycle or planning?**

A: Global Integrity’s current strategy - “Listening, learning and adapting” (April 2020) - can be found [here](#), with a two-page strategy and implementation summary (from June 2021) [here](#). Our strategy sets out the terrain we intend to explore and how we intend to explore it. As such, we aim to use our strategy as a framework to drive our implementation and support our learning. We have regular strategy review sessions, but there is no fixed end-date to our strategy. The team, and the board, will decide when the organization would benefit from revisiting our strategy.

**Q: To what extent will the new ED be able to shape the strategy, offerings, and implementation of GI’s work?**

A: We expect that the incoming ED will want to build on the work that Global Integrity has done in recent years, and leverage the organization’s position and reputation as a leader in exploring

the value of adaptive approaches to governance challenges that are not amenable to simple, technical, and easily transferable solutions. That said, we are looking for a new ED who has the ambition, energy, ideas and experience to - in close collaboration with the wider team - enhance the organization's effectiveness and impact. That will certainly entail contributing to the evolution of our strategy, helping to sharpen up our offer of products and services, and ensuring that we are implementing and learning effectively around our strategy.

**Q: What was the 'trigger event' for founding Global Integrity? Is this still relevant today?**

A: The trigger event for the founding of Global Integrity was what was seen as the limited value of some of the measures being used to assess governance and anti-corruption, and the challenge this posed for efforts to drive improvements in those areas. Bad governance, corruption and the ineffective use of public resources remain major challenges. Global Integrity's approach to supporting efforts to address such challenges has evolved since 2005, to focus on working with partners who are addressing complex governance-related challenges to generate, share, and support the use of data and evidence, in order to foster collaboration and learning, and ultimately lead to more effective policy and practice. So, the "trigger" remains, and our response to it - and to wider changes in the landscape of corruption, policy and practice - is an evolution from the organization's initial ways of working.

**Q: What's next on the horizon for Global Integrity? Are there ambitions for scaling or growing the organization? Or changing up its services, positioning, and work?**

A: Global Integrity has always been ambitious. This ambition has tended to be about the impact of our work, and our ability to use evidence and insights from our work with partners around the world to inform the evolution of the governance and anti-corruption agenda, rather than being explicitly about the size (staff or finances) of the organization. We expect that the incoming ED will - in close concert with the management team and the board - want to ensure that the size of the team and the way it functions puts us in a position to deliver on our substantive ambitions to contribute to the emergence of more effective approaches to addressing governance-related challenges.

**Q: Does GI view itself as an implementer of programs or a contributor to policy discussions?**

A: There are two strands to our work. First, the support we provide to frontline actors who are trying to address specific challenges relating to corruption, the use of public resources and the delivery of public services. In some ways this is "implementation", but most often our role is one of "learning partner", accompanying frontline actors - the experts in their contexts and as regards their challenges - as they seek to address the challenges they face through cycles of action and learning. Second, our engagement with external actors such as USAID, the World Bank and private foundations, where we use the evidence and insights from our work with

frontline actors to encourage and support such external actors to operate in ways that support and make space for locally led and adaptive approaches. The magic - when we get it right - is bringing together the two strands of our work, so that we can help meet the needs of frontline actors, and of external actors, by building bridges and convening evidence-informed conversations amongst them.

**Q: What role does the ED have in the design and delivery of programs and projects?**

A: The ED has ultimate oversight of the design and delivery of programs and projects, and plays an important role in seeking to ensure that the projects we implement are enabling us to explore the terrain - and test the hypotheses - that our strategy sets out, and that we are able to make connections and learn across projects. But they are rarely involved in the design and delivery of specific projects, where other team members take the lead.

**Q: What is GI's role in the Open Gov Hub? What does this mean for the organization? How are other members or organizations responsible and involved in OGH?**

A: Global Integrity co-founded the Open Gov Hub with Development Gateway in 2012. We continue to co-manage the co-working space and community, and share with Development Gateway the financial responsibility for the Open Gov Hub. Right now, we are reviewing the workings of the Open Gov Hub, to, on the one hand, ensure its financial sustainability, and, on the other, to ensure that we are making the most of what is a wonderful space and - despite COVID - a vibrant community, with growing global networks.

**Q: Has GI considered opportunities to work on topics like climate change, conservation, and ESG?**

A: Yes, we have and will consider working on issues where our ability and experience to support adaptive approaches to addressing complex governance-related challenges can be brought to bear. However, in moving into new domain areas, we would partner with organizations with domain-specific expertise.

**Q: Has GI been involved in any outreach/support efforts in Ukraine? Would this be an area of interest for exploration?**

A: While we have not been directly involved as an organization in outreach/support beyond being in touch with colleagues in Ukraine, we have of course been following developments over the last several months and are aware of the huge needs there will be for reconstruction. If there are ways in which we can contribute our skills and expertise to enhance the transparency, accountability and effectiveness of the reconstruction effort - for instance through RISE Ukraine - and if there are realistic prospects of funding for that, we would be open to exploring the possibility.

**Q: Does GI work in the US, UK, or other countries in the Global North? Why or why not? And is there scope for evolving this thinking?**

A: Global Integrity has never restricted its focus to bad governance and corruption in the Global South, being well aware that bad governance can be found all around the world, and that governance in one place is shaped by policies in others. A number of the projects that we have been involved in have focused on governance and policies in the Global North. These projects have included: the State Integrity Investigation where we assessed governance at state level across the USA; the Deepening Democracy Project where we looked to international experience to inform efforts to address the rise of authoritarianism in recent years in the USA; and, the Global Integrity Anti-Corruption Evidence Programme, which gave explicit attention to the role of tax and secrecy havens, the City of London, and professional enablers in facilitating illicit financial flows that rob countries - including countries in Africa - of scarce public resources. We are very open and eager to find ways of using our skills and experience to support progress towards better governance in the Global North, and to inform policies pursued by authorities in the Global North that have a bearing on the prospects of countries in the Global South.

**FUNDING AND FUNDRAISING**

**Q: What is Global Integrity's financial situation and fundraising prospects?**

A: Global Integrity's financial statements for 2020 and previous years can be found [here](#). Audited financial statements for 2021 are being finalized and are anticipated to be issued by about October 1, contingent upon approval by the board. Current funding projections show positive cash flow through the end of April 2023. These projections envisage and assume a December start date for the new Executive Director, and the appointment of a two-person development (fundraising) team early in 2023. Furthermore, projections are based on a conservative assessment that assumes only currently contracted revenue.

The bigger picture is that the funding landscape has changed, with a number of funders deciding - for good reason - to invest a greater portion of their resources to directly support organizations in the Global South. To attract investment, we are squarely focused on making a compelling case as to the value we add to our partners in the Global South and to the global community focused on improving governance, addressing corruption and enhancing the use of public resources. We are confident that we can rise to this challenge.

As co-manager with Development Gateway of the Open Gov Hub, we are taking every opportunity to ensure that this co-working space - home to a community of 65 member

organizations - continues to be financially sustainable at a time when remote and hybrid working is increasingly the norm. In doing so, we are pivoting to spotlight the benefits of co-working for in-person collaboration, emphasizing conference and event space rental while also expanding our network of like-minded changemakers.

**Q: Who are GI's current and recent funders?**

A: Our current and recent funders have included: the UK's Foreign and Commonwealth Development Office; the World Bank; the Skoll Foundation; the Conrad Hilton Foundation; the Mastercard Foundation; the Hewlett Foundation, the Open Society Foundations, the Bill & Melinda Gates Foundation; the Mo Ibrahim Foundation; the Global Partnership for Education; the National Endowment for Democracy; the BHP Billiton Foundation; and the German government's offices for development cooperation (BMZ/GIZ).

**Q: Is Global Integrity able to take on both contracts and grants? If so, how does the organization view the different types of funds? And how does this ability to take in both types of funding arrangements show up in its fundraising strategies?**

A: Global Integrity works with our partners through both contracts and grants as we work in a variety of different partnerships and arrangements to advance our mission. Contracts offer some important advantages in providing unrestricted revenue to the organization. This is of critical importance in balancing philanthropic funding which is typically temporarily restricted only for specific purposes and does not allow most nonprofits to charge their actual indirect cost rate. While there is some progress in philanthropic circles on this issue, contract revenue continues to offer an important path to a healthy revenue mix and - importantly - work with a variety of stakeholders in our space including civil society organizations, governments, philanthropies, and for-profit companies and consultancies.

**Q: How much of GI's budget comes from the Open Gov Hub? What is the status of the hub post-pandemic in terms of membership and subscriptions? And what is the role of Development Gateway in the management, oversight, and financial responsibility of/for OGH?**

A: The Open Gov Hub represents approximately 35% of GI's overall revenue in each of the last two years. As co-manager with Development Gateway of the Open Gov Hub, Global Integrity and Development Gateway together make every effort to ensure that this co-working space - home to a community of 65 member organizations - remains financially sustainable at a time when remote and hybrid working is increasingly the norm. In doing so, we are pivoting to spotlight the benefits of co-working for in-person collaboration, emphasizing conference and event space rental while also expanding our network of like-minded changemakers. Global Integrity hires and employs the team members who operate the Hub on behalf of the

partnership, and Global Integrity and Development Gateway are equal partners in the management, oversight, and financial responsibility of the Hub. The partners' shared responsibilities are clearly defined in a binding Memorandum of Understanding, which is continually updated to respond to new and unforeseen circumstances, such as the strategic and management pivots required to be nimble in response to the changed nature of workplaces post-pandemic.

**Q: Is USAID funding an interest or priority for GI? Is there a reason it hasn't been a major focus so far?**

A: We have not received direct funding from USAID, although we have indirectly received funding by partnering with organizations who have received support from USAID. Our focus on locally-led and adaptive approaches to addressing complex governance and corruption challenges aligns well with USAID priorities, so there may well be scope for funding, including as part of larger consortia.

**Q: Who is responsible for fundraising within the Global Integrity team?**

A: Fundraising is a team effort, which works at the moment by the Executive Director and other senior staff, supported by our Finance and Operations team, cultivating relationships, to understand funders' priorities and - where there is alignment - to explain how we can add value. We do not currently have a dedicated fundraising director, although this is a role we intend to hire for in the coming months.

## **GLOBAL INTEGRITY STAFF & BOARD**

**Q: How big is the Global Integrity team?**

A: The Global Integrity team currently includes 7 employees (3 of whom are on the management team), and 5 contractors, 3 of whom work full-time for GI.

**Q: Tell me more about the team—who are they? Where are they based? What is their average tenure at GI?**

A: Our website provides information about the members of the team on the "[Our Team](#)" page. The members of the team bring a rich diversity of experience from around the world. Half the team is based in Washington D.C., with other team members based in New York City, Colombia, Rwanda and the United Kingdom (our current Executive Director). The tenure of our team members varies; three people have been with the organization for more than six years; three people have been with the organization for fewer than three years; and the rest have been with the organization for between three and six years.

**Q: Who are the other managers and leaders within the organization? How will a new ED work with them?**

A: Everyone can be a leader at Global Integrity! The members of the management team are Alan Hudson (our current Executive Director), Andrew Haupt (our Managing Director for Finance and Operations), and Raquel Rubio (our Director for Listening and Learning). The new ED will lead the management team, helping to ensure that the management team is functioning effectively, and listening and responding to the needs of the team.

**Q: Why is the current ED departing? What is the timeline for their departure?**

A: After eight years with Global Integrity, our current ED, Alan Hudson, decided earlier this year to step down, to make space for new leadership and organizational renewal, and so that he can also explore some new pathways and possibilities. A note about Alan's departure can be found [here](#). Alan plans to depart Global Integrity by the end of the calendar year; we are hopeful that that will allow for some overlap between Alan and the new ED.

**Q: Tell me more about the Global Integrity Board. Who is on it? How active is the board?**

A: The Global Integrity board is currently made up of seven directors, with Ania Calderon the chair. Our website provides information about five of our board members - Ania Calderon, Abdoulie Janneh, Dale Murphy, Erin Sines and Sarah Rose. They have recently been joined by Nadim Matta and Soren Haldrup. The Board plays an active but not directive role in supporting the work of the organization. We imagine that the incoming ED and the board will want to review the nature of the board's engagement, to ensure that the ED and the organization are receiving the support and guidance that they need.

**Q: All of the materials I've reviewed seem to emphasize the board's role in a advisory capacity, but what are their governance responsibilities? What is their 'accountability' function for GI?**

A: The board of directors is GI's policy-making body and has full authority to exercise all powers and authority granted to the corporation by law. The board oversees every aspect of GI's operations and is legally responsible for managing Global Integrity's assets. The board also has the sole authority to hire and remove the Executive Director and the Executive Director is responsible for carrying out the orders and resolutions of the Board.

**Q: Does GI have any formal safeguarding policies and/or practices?**

A: Global Integrity does not currently have formal safeguarding policies and/or practices as our program offerings do not bring team members into contact with children or minors at present.

## **REMOTE WORK AND RELOCATION**

**Q: Will Global Integrity contribute to relocation expenses in the event of a move to Washington D.C.?**

A: Yes, Global Integrity will reimburse expenses incurred for relocation up to \$5k for a domestic move and \$10k for an international move. This would be in addition to the costs of securing a visa, if that were necessary. In the event of the selected candidate leaving the role within 18 months, we would expect the relocation package to be paid back.

**Q: If the Executive Director were to be remote how frequently would they be expected to visit Washington D.C.?**

A: Our expectation is that a remote Executive Director would typically visit Washington D.C. not more than 4 times per year. Such visits would include meetings with key partners and funders, as well as opportunities to bring the team together for strategy, planning and review sessions. Travel and accommodation for such trips would be fully covered by Global Integrity.

**Q: How frequently might the Executive Director need to travel internationally, beyond any visits to Washington D.C.?**

A: The pandemic, increased comfort with online engagement, and the harsh reality of climate change has, and will, rightly change expectations and norms as regards international travel. As such, the international travel required of our Executive Director is somewhat hard to estimate. Our current thinking is that they might expect to make four international trips per year, to participate in relevant international events and engage in partnership and business development. Travel and accommodation for such trips would be fully covered by Global Integrity.

**Q: In addition to supporting visa sponsorship, will Global Integrity support or sponsor a green card application for its ED?**

A: Global Integrity will sponsor an application for a green card provided that the ED would agree to remain in their position at least five (5) years from their official start date. Should a green card be granted through GI sponsorship and the ED voluntarily resign before the end date of the established period, GI would expect reimbursement of all application and legal fees expended in securing the green card.

**Q: What happens if GI makes an offer to a candidate who indicates a willingness to be based in Washington D.C., but it proves impossible to secure a US work visa for that candidate?**

A: As the Job Description notes, we have a preference for candidates who would be based in Washington D.C., but we are open to the possibility of our ED being based elsewhere as long as we are confident that that arrangement would - given the experience and aptitude of the candidate, and their ability to travel to DC on a regular basis - work well for Global Integrity. If one of our final candidates is someone who is willing and able to be based in D.C., but who would require a US work visa for that purpose, they would be vetted by Global Integrity's immigration counsel to secure a preliminary internal determination on the likelihood of success of the visa application prior to an offer being extended. This procedure considers multiple possibilities based on the potential applicant's qualifications and takes a long-term view to securing permission to work in the United States. This significantly mitigates the possibility of denial given our immigration counsel's track record. In the event that a visa is not granted despite the aforementioned vetting, Global Integrity would employ the ED through an international employment agreement and the ED would be officially based in another country where they are eligible to work and they would be expected to travel regularly to the United States.