



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Annual session  
Rome, 21–25 June 2021

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Distribution: General

Agenda item 10

Date: 11 June 2021

WFP/EB.A/2021/10-B\*

Original: English

Administrative and managerial matters

\* Reissued for technical reasons on  
18 June 2021

For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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## Appointment of the Inspector General and Director of Oversight Office

### Draft decision\*

Following the recommendation by the Executive Director, the Board approves the appointment of Ms Fabienne Lambert (France) as Inspector General and Director of Oversight Office, for a term of four years, from July 2021 to June 2025.

### Background

1. The charter of the office of the Inspector General states: "The Inspector General's tenure will be a four-year term, renewable once, without the possibility of further employment within WFP at the end of the final term. The Executive Director takes all decisions regarding the appointment, renewal, non-renewal or dismissal of the Inspector General on advice of the Audit Committee and with prior consent of the Executive Board."
2. A vacancy announcement (annex I) was issued on 5 February 2021 and, according to standard recruitment procedures, was posted internally and on the WFP external website. It was also shared with the permanent representatives with a request that they circulate it among the potential candidates in their respective countries. Concurrently, the announcement was advertised through appropriate channels.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

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### Focal point:

Mr A. Abdulla  
Deputy Executive Director  
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## Selection process and recommendation of the selection panel

3. The selection panel set up for the selection of the Inspector General and Director of the Oversight Office comprised the following:
  - **Chair:** Mr Amir Abdulla - Deputy Executive Director
  - **Member:** Mr Gresham Barrett - Chief of Staff
  - **Member:** Ms Jette Michelsen - Deputy Permanent Representative of Denmark to the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and WFP
  - **Member:** Mr Bob Samels – Audit Committee Member
  - **Member:** Ms Eleanor Burns - Director of Internal Audit, United Nations Office of Internal Oversight
  - **Secretary:** Ms Joyce Luma, Director, Human Resources Division
  - **Observer:** Mr Bartolomeo Migone - General Counsel and Director, Legal Office
  
4. Among the 216 applications received, the Human Resources Division determined that 24 candidates were eligible/qualified based on the essential requirements in the vacancy announcement. The selection panel further reviewed the 24 qualified candidates and identified 16 highly qualified candidates for further consideration. The following criteria were taken into account:
  - proven track record (at least 15 years) of progressively responsible professional experience including in audit, investigation and/or oversight with at least 10 years of experience at senior management and policy-making level.
  - demonstrated competence and success in implementing change management and strategic improvements in organizational governance and oversight.
  - advanced understanding of audit and risk management in a complex or regulated organization.
  - demonstrated competence and success in a technology or financial services organization in either management or audit and advisory services being highly desirable.
  - relevant experience with either international organizations, including in the United Nations common system, or the private sector.
  - sound knowledge of international auditing and accounting standards and corporate governance, risk management and internal control practices, techniques and principles, including evolving best practices.
  - sound knowledge of investigative processes.
  - strong knowledge of United Nations system policies, rules, regulations and procedures and inter-governmental governance are desirable.
  - demonstrated high level of diligence, maturity, responsibility, integrity and ethics, objectivity, impartiality and fairness.
  - excellent communicator with strong interpersonal skills and good representational skills, including public speaking. Ability to articulate key messages and to deliver difficult messages with sensitivity and integrity.

- proven ability to lead and manage diverse, multicultural and multidisciplinary teams of diverse experts, with strong skills in inclusive leadership, collaboration, team building and motivation.
  - excellent judgment with proven ability to deal with complex interrelated issues and strong analytical and problem-solving skills for developing solutions that address the root causes of issues.
  - strategic vision to drive and influence oversight reforms within the organization and proven ability to innovate and conceptualize complex issues and formulate realistic and practical recommendations for addressing problems.
5. The following selection criteria were established for the Selection Panel to review the applications of candidates:
- candidates' current position level and their managerial capacity;
  - variety of candidates' experience in the relevant fields; and
  - scale, scope and nature of candidates' current and previous organizations.
6. In view of the results of the review, as well as of gender and geographical representation considerations, the selection panel selected seven candidates for interviews, which were conducted from 26 April 2021 to 12 May 2021.
7. Based on the candidates' applications and performance during the interviews, the selection panel proposed four top-rated candidates to the Executive Director. The Executive Director, having interviewed the selected candidates, now recommends to the WFP Executive Board for its consent Ms Fabienne Lambert (France), Director, Office of Audit and Investigation Services, United Nations Population Fund, for appointment as the new WFP Inspector General and Director of the Oversight Office.
8. Ms Lambert is an excellent candidate with 35 years of public and private sector experience and leadership in internal auditing, investigation, evaluation, management consulting, control and accounting. She spent the first half of her career in the private sector at American Standard, Leica and Booz Allen Hamilton. Ms Lambert has extensive experience in the United Nations system, including at the United Nations Industrial Development Organization (2003–2010), the United Nations Office for Project Services (2011–2012) and currently as Director, Office of Audit and Investigation Services, United Nations Population Fund (2012–present). She has been actively involved in inter-agency activities over the years, holding various leadership positions in the internal audit and investigation communities, including two mandates as Chair of United Nations Representatives of Internal Audit Services. She has also been a focal point for the Joint Inspection Unit of the United Nations System since 2006. With her deep technical experience, strong communication and analytical skills Ms Lambert has proven to be a strong and credible candidate to lead the Oversight Office for WFP. Ms Lambert's curriculum vitae is provided in annex II.

### **Recommendation by the Executive Director**

9. On the basis of the vacancy announcement and the above considerations and recommendation of the selection panel, the Executive Director recommends that the Board consent to the appointment of Ms Fabienne Lambert to the post of WFP Inspector General and Director of the Oversight Office at the D-2 level.

**ANNEX I****Inspector General and Director of Oversight Office, D2****About WFP**

The United Nations World Food Programme is the 2020 Nobel Peace Prize Laureate. We are the world's largest humanitarian organization, saving lives in emergencies and using food assistance to build a pathway to peace, stability and prosperity for people recovering from conflict, disasters and the impact of climate change.

**Organizational context**

The mission of the Office of the Inspector General is to provide WFP's stakeholders assurance on the adequacy and effectiveness of WFP's governance, risk management, and control processes aimed to detect and deter fraud, waste and abuse through the conduct of independent and objective oversight activities; to conduct inspections and investigations into allegations of wrongdoing and misconduct; and to facilitate the adoption and implementation of United Nations, humanitarian agency and private-sector best practices related to assurance and oversight.

**Key accountabilities (not all-inclusive)**

The Inspector General and Director of Oversight Office reports and is accountable to the Executive Director. S/he performs the functions of Chief Audit Executive and Inspector General. The Office of the Inspector General (OIG) consists of the Office of Internal Audit and the Office of Inspections and Investigations. Specific duties include:

- Provide strategic vision and leadership in establishing and meeting the objectives and priorities of the Oversight functions.
- Providing assurance to the Executive Board and Executive Director on governance, policy, risk, resources, operations and accountability by directing the verification and reporting on the integrity, efficiency and effectiveness of WFP's management, administration and operations.
- Reporting on the findings from internal audit, inspection and investigation to the Executive Board, Audit Committee, and Executive Director in line with applicable policies and making recommendations to the appropriate stakeholders in order to improve processes and strengthen management throughout the organization.
- Keeping the WFP Audit Committee informed on significant oversight findings, implementation status of oversight recommendations, and changes to the work plan including modifications, scope restrictions or limitations.

- Providing information to the Executive Board through an annual report of OS activities, including a summary of significant oversight findings, the implementation status of oversight recommendations, and status of the organizational independence of OS activities.
- Collaborate and share best practices with internal and external oversight entities, counterparts in donor government structures, United Nations bodies, organizations and international NGOs as appropriate.

## **Qualifications and experience**

### **Education:**

- Advanced university degree in business administration, accounting, finance, economics, law or other relevant fields.
- Professional certification from an internationally recognized auditing or accountancy body

### **Experience:**

- Proven track record (at least 15 years) of progressively responsible professional experience including in audit, investigation and/or oversight with at least 10 years of experience at senior management and policy-making level.
- Demonstrated competence and success in implementing change management and strategic improvements in organizational governance and oversight.
- Advanced understanding of audit and risk management within a complex, or regulated organization.
- Demonstrated competence and success in technology or financial services organization in either management or audit and advisory services is highly desirable.
- Relevant experience from either international organizations including in the UN common system, or from the private sector.
- Sound knowledge of international auditing and accounting standards and corporate governance, risk management and internal control practices, techniques and principles, including evolving best practices.
- Sound knowledge of investigative processes.
- Strong knowledge of UN system policies, rules, regulations and procedures, and inter-governmental governance are desirable.

### **Language:**

- Fluency in English.
- Intermediate knowledge (level B) of a second official UN language: Arabic, Chinese, French, Russian, Spanish, and/or Portuguese (a WFP working language).

### **Competencies:**

- Demonstrated high level of diligence, maturity, responsibility, integrity and ethics, objectivity, impartiality and fairness.
- Excellent communicator with strong interpersonal skills and good representational skills, including public speaking. Ability to articulate key messages and to deliver difficult messages with sensitivity and integrity.

- Proven ability to lead and manage diverse, multi-cultural and multi-disciplinary teams of diverse experts, with strong skills in inclusive leadership, collaboration, team building, and motivation.
- Excellent judgment with proven ability to deal with complex interrelated issues and strong analytical and problem-solving skills to develop solutions that address root causes of issues.
- Strategic vision to drive and influence oversight reforms within the Organization, proven ability to innovate and conceptualize complex issues, and formulate realistic and practical recommendations to address problems.

### **Terms and conditions**

To ensure independence, the Inspector General and Director of the Oversight Office's tenure will be of a four-year term, renewable once, without the possibility of further employment within WFP at the end of the term(s).

WFP offers an attractive compensation and expatriate benefits package. Please visit the following website for details on the United Nations common system of salaries: [icsc.un.org](http://icsc.un.org)

### **Deadline for applications**

Sunday, February 28, 2021

*WFP has zero tolerance for discrimination and does not discriminate on the basis of HIV/AIDS status.*

*Qualified female applicants and qualified applicants from developing countries are encouraged to apply.*

**ANNEX II****CURRICULUM VITAE****Fabienne Lambert**

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**NATIONALITY**

France

**EDUCATION**

Master of Business Administration (MBA) "with Distinction" (1995)

The Wharton School of Business, University of Pennsylvania, USA Dual majors in Finance and Strategic Management

Diplôme d'Etudes Supérieures Commerciales et Administratives (Master) (1985) Ecole Supérieure de Commerce (now Burgundy Business School), Dijon, France Major in Finance-Accounting

**PROFESSIONAL CERTIFICATIONS**

Certified Internal Auditor

Certified Fraud Examiner

**LANGUAGES**

Fluent in French, English and German

**PROFESSIONAL EXPERIENCE****Mar 2012 – present**

New-York, USA

**United Nations Population Fund (UNFPA)****Director, Office of Audit and Investigation Services (2014- present) Director, Division for Oversight Services (2012-2014)**

Oversee the internal audit function; providing both assurance and advice services; as well as a yearly opinion on the UNFPA Governance, Risk Management and Control framework, based on the work performed. Introduced in 2015 remote auditing and the use of big data.

Oversee the investigation function, for all types of wrongdoing for any individual or entity in contract with UNFPA worldwide; closely work with management on sexual exploitation and abuse (SEA) and sexual harassment as well as fraud.

Cover 165+ locations worldwide and an annual audit universe over USD 1.2 bn (2020) in both development and humanitarian settings. Lead a multinational team of 27 staff (2021) augmented with numerous consultants and professional firms; manage an annual budget (2021) of USD 8+ M.

Report to the Executive Board (Governing Body), the Executive Director and the Oversight Advisory Committee, on findings and recommendations made to improve accountability and transparency, and strengthen management throughout UNFPA, in line with the Oversight Policy approved by the Executive Board and the OAS Charter.

Keep the Oversight Advisory Committee abreast of significant issues, changes to the workplan, restrictions or limitations; and the implementation status of OASIS recommendations.

Interact regularly with donors and the media, including on sensitive matters, e.g. PSEA

As Joint Inspection Unit Focal (JIU) point for UNFPA, interact with the JIU Inspectors and the Secretariat of the Chief Executives Board for Coordination of the United Nations on the JIU reviews; validate the implementation status of JIU recommendations; prepare the UNFPA reporting to the Executive Board.

As Secretary to the UNFPA Oversight Advisory Committee, support the Chair in preparing meeting agendas; organize all meetings; prepare draft meeting and yearly reporting of the Committee; follow on Committee recommendations.

Until January 2014 also in charge of the evaluation function (separated by Executive Board decision); extensive interactions with Member States on the revision of the then evaluation policy; set up the new Evaluation Office, including the first Board-approved evaluation plan.

See inter-agency activities in separate section.

### **Jan 2011 - Mar 2012**

Copenhagen, Denmark

#### **United Nations Office For Project Services (UNOPS)**

##### **Director, Internal Audit and Investigations Group**

Led the internal audit and investigation functions, providing both assurance and advice services.

Covered all UNOPS activities worldwide in humanitarian and development context, and an annual audit universe of USD 1.3 bn (2011); led a multinational team of nine, plus professional firms, with an annual budget (2011) of USD 2.3 M.

Reported to the Executive Board (Governing Body) and the Executive Director of UNOPS on findings and recommendations made to strengthen UNOPS and its business model.

See inter-agency activities in separate section.

### **Jun 2003 – Dec 2010**

Vienna, Austria

#### **United Nations Industrial Development Organization (UNIDO)**

##### **Director, Office of Internal Oversight Services**

Led the internal audit function and introduced risk-based auditing.

Established and led the investigation function, including undertaking complex and sensitive investigations.

Covered all UNIDO activities worldwide; covering a biennial audit universe (2009-2010) of EUR 480 M; led a multicultural team of six, with an annual budget (2010) of EUR 650 K.

Reported to the Director General of UNIDO.

Joint Inspection Unit Focal point for UNIDO (2006-2010); interacted with the JIU Inspectors and the Secretariat of the Chief Executives Board for Coordination of the United Nations on the JIU reviews; validated the implementation status of JIU recommendations; prepared and presented the UNIDO reporting to the Governing Body.

See inter-agency activities in separate section.



**Aug 1995 - Nov 2002**

(office base) Frankfurt, Germany

**Booz Allen Hamilton Inc. (BAH)****Principal/Mitglied der Geschäftsleitung, starting as Associate**

Part of the Germany-Switzerland-Austria management team of BAH, one of the top management consulting firms (at the time); played a major role in reorganizing BAH worldwide back-office operations and integrating a Scandinavian partner firm into BAH.

Worked in multiple industrial sectors, both public and private; primary functional focus on corporate governance, organisation design, financial control systems, support services – including Shared Services; mergers and acquisitions and post-merger integration.

Advised clients from diagnostic, strategy and concept definition, up to implementation of the chosen course of action.

Interacted with top management (CEO and Board-level) and middle management, in multiple regions/ countries worldwide.

Led, both in person and virtually, BAH-only and/or joint-client teams of various sizes, of diverse functional and industry background, nationality and culture.

**Feb 1991 – Jul 1993**

St Gallen, Switzerland

**LEICA A.G. International Headquarters****Special Projects Accountant – Corporate Controlling Department**

Investment / divestment activities: (e.g.) new Business start-up; definition of a new ERP system; administrative and financial obligations related to company liquidation.

Special projects: worked in multiple sensitive and high reputation projects for the CEO.

Accounting; multi-currency (14) & multi-unit cash-flow (70+) consolidation and statistical data for the Leica Group financial statements; worked in 15 Generally Accepted Accounting Principles (GAAP).

Controlling: set up from scratch the Leica Holding accounting system and the first regional reporting system; established headquarters expenses budgetary control system for the CEO.

**Apr 1988 – Jan 1991**

New York, USA/ Mainz, Germany

**American Standard Inc.****Senior Internal Auditor – Corporate Audit Department Europe**

Conducted operational audits for most of the 52 European locations in production, standard costing, inventory management, procurement, R&D, IT, payroll, HR, sales, marketing.

Included in year-end external audits (big four accounting firm), either integrated in the external auditors' team or working on their behalf; both in US and local GAAPs.

**Sep 1985 - Mar 1988**

Golbey /Epinal, France

**Trane Air Conditioning (at the time, part of American Standard Inc.) Financial Analyst – Middle-East-Africa (EMA)**

Responsible for budgeting, forecasting, variance analyses, and performance reviews for EMA production sites, sales offices and joint ventures; covering overall sales of USD 250M.

Conducted valuation and due diligence for acquisition of five European sales offices, in a three-person team (led by the Legal Counsel); and post-merger integration.

Completed the implementation of the mainframe accounting software, with a three-person team.

**PUBLICATION**

*Getting Shared Services Right – Capturing the Promise* (2000) Booz Allen Hamilton

Vinay Couto, Malcolm Dunn, Paul Hyde, Peter Kocourek, Fabienne Lambert

**UNITED NATIONS INTER-AGENCY INVOLVEMENT****Internal audit****United Nations Representatives of Internal Audit Services (UN-RIAS) plenary RIAS (RIAS)****2004 – present**

Active participation in UN-RIAS and RIAS meetings (face-to-face & virtual), and in working groups and position papers on multiple topics: (e.g.) joint audit universe & joint audits; audit rating; disclosure of internal audit reports; interactions between audit and evaluation

Co-organizer of the 2007 UN-RIAS and Plenary RIAS yearly meetings; member of the preparation committees of the UN-RIAS and RIAS yearly meetings (2007-2011; 2014-2018).

**2007**

Led the multi-organization working group dealing with the creation of UN-RIAS separate from the Plenary RIAS, and the introduction of the UN-RIAS and RIAS respective operating modes.

**2007 – 2010**

Member (2007-2009), then Chair of the Operations Group of UN-RIAS (2010)

**2013 – 2017**

UN-RIAS Vice-Chair, in charge of UNDG interactions

**2017 – 2018****2018 – 2019**

UN-RIAS Chair

**2014-2019**

Led for UN-RIAS (and UN-RIS) the negotiations, including with donors, on the audit and investigation sections of the joint programming guidelines and the legal instruments for Pass-Through Funding adopted by UNDG (2013-2015); involved in the negotiations with donors on the PSEA/ SH clause of the revised legal instruments for Pass Through Funding (2019).

Led the development and adoption of the UN-RIAS framework for joint audits of UN joint activities (2014).

Worked on UN system data system and the UNDG-led "data cube" (2016-2019).

**2019 to present**

Supporting RIAS Women (LinkedIn Group of women auditors in the multilateral sector).

**Investigation****United Nations Representatives of Investigation Services (UN-RIS) Conference of International Investigators (CII)****2006 - present**

Active participation in CII meetings and guidelines on multiple topics: (e.g.) "General principles for external reviews" (2014); ILOAT Jurisprudence (2007); interactions audit & investigation (multiple years).

Co-organizer of the 2017 CII meeting with UN-OIOS, UNDP and UNICEF.

**2013**

Involved in the creation of UN-RIS and its Charter.

**2013 - present**

Active participation UN-RIS meetings (face-to-face; virtual); (e.g.) JIU report on fraud.

Deep involvement on SEA and SH working groups; with the Inter-Agency Standing Committee (IASC) and various UN inter-agency mechanisms.

**2019 to present**

Supporting CII Women (incl. LinkedIn Group of women investigators in the multilateral sector).

**Evaluation****United Nations Evaluation Group (UNEG)****2012 - 2013**

Participation in the Evaluation Practices Exchange and the Annual General Meetings, especially working on the interface between evaluation and audit

**2013**

Co-organizer of the 2013 UNEG meeting, with the NY-based organizations

Participation in the Independent System-Wide Evaluation mechanism (ISWE) set-up

**Joint Inspection Unit – Focal Point****Jan 2006 – Dec 2010****Mar 2012 - present**

UNIDO

UNFPA

**Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies****(GA resolution A/RES/60/1 and documents A/60/883.Add.1 to 6)****2005-2006**

Representing UNIDO in the various working groups of the review led by the Independent Steering Committee commissioned by the General Assembly.