



Position Specification

Global Fund to Fight AIDS, Tuberculosis & Malaria
Chair and Vice-Chair

November 2022

Our Client

This specification should be read in conjunction with information on the Global Fund's website at <http://www.theglobalfund.org>

The Global Fund intends to appoint a new Chair and Vice Chair of the Board (together the 'Board Leadership') for a 3-year term from 2023-2026, to succeed the current Board Leadership, whose terms expire in May 2023.

The Board of the Global Fund embodies a partnership approach to global health. In order to realise the vision of a world free from the burden of HIV, TB, and malaria, the Board is designed to incorporate leading stakeholders in an inclusive and effective way. The Global Fund's guiding philosophy, and the day-to-day work of the Board, embraces shared responsibility and a strong commitment by all involved.

The Board includes 20 voting members, with equal representation by implementers and donors. Non-governmental organisations, communities affected by HIV, TB and malaria, the private sector, and private foundations are also represented as voting members. In addition, there are eight non-voting members, including the Board Chair and Vice Chair; representatives of partner organisations including the World Health Organization and World Bank; as well as the Additional Public Donors constituency.

The role of Chair is currently held by Dr Donald Kaberuka, and that of the Vice Chair by Lady Roslyn Morauta.

The Global Fund

Background

Created 20 years ago, the Global Fund is a worldwide partnership to defeat HIV, TB and malaria and ensure a healthier, safer, more equitable future for all. We raise and invest US\$4 billion a year to fight the deadliest infectious diseases, challenge the injustice that fuels them and strengthen health systems in more than 100 countries. We unite world leaders, communities, civil society, health workers and the private sector to find out what works and take it to scale – so the world makes more progress, more rapidly.

Led by Executive Director Peter Sands, its mission is to attract, leverage, and invest additional resources to end the three epidemics and to support attainment of the SDGs. Since its inception in 2002, the Global Fund has saved more than 50 million lives through its innovative partnership and has disbursed more than US\$55 billion to support programmes in more than 100 countries. In 2020, there were 23.3 million people on antiretroviral therapy for HIV in countries supported by the Global Fund, the equivalent figure for anti-tuberculosis treatment was 5.3 million people, and 133.2 million long lasting insecticidal nets for the prevention of malaria were distributed

Seventh Replenishment 2022

In 2022, The Global Fund raised the record amount of \$15,7bn for its Seventh replenishment. The campaign started in February at the Preparatory Meeting co-hosted by the Democratic Republic of the Congo, Kenya, Rwanda, Senegal and South Africa, where the Investment Case was launched. It culminated with the pledging conference hosted by the United States in the margins of the UN General Assembly which brought together more than 45 countries (including 18 Heads of State and Government), multilateral partners, private sector companies and civil society and community organizations. A total of \$14,25bn was pledged then. Several major public donors increased

their pledges by 30%, in line with the investment case, including Canada, the European Commission, Germany, Japan and the United States. Several other donors also increased their commitments; and with more than US\$1.23 billion raised from private donors, the private sector also hit a new record of funding committed to the Global Fund. By 18th November 2022, several additional pledges had been recorded, bringing the final outcome of the replenishment to \$15.7 billion. The full list of donors and pledges is posted on the Global Fund website.

This record-breaking replenishment allowed the Board to approve the largest ever investments for the fight against the diseases and in health systems strengthening over the next three years.

The Global Fund's Strategy 2023 – 2028: Fighting Pandemics and Building a Healthier and More Equitable World

The Global Fund's bold, ambitious new Strategy: Fighting Pandemics and Building a Healthier and More Equitable World sets out how the Global Fund partnership aims to accelerate impact towards the 2030 horizon and contribute to a world free of the burden of AIDS, tuberculosis and malaria with better, more equitable health for all, as set out in Sustainable Development Goal 3.

The Strategy's primary goal is to end AIDS, tuberculosis and malaria, with a particular focus on making catalytic investments and leveraging innovations to spur faster progress in reducing new infections, addressing structural barriers to improved HIV, tuberculosis and malaria outcomes and building equity, sustainability and lasting impact. The new Strategy puts people and communities at the center of all the Fund's work.

Achievement of the Strategy's primary goal to end AIDS, tuberculosis and malaria is underpinned by four mutually reinforcing contributory objectives that leverage the core strengths and comparative advantages of the Global Fund's unique partnership:

1. **Maximizing People-centered Integrated Systems for Health to Deliver Impact, Resilience and Sustainability.**
Resilient and sustainable systems for health (RSSH) are critical to deliver outcomes against HTM, to meet people's and communities' broader health needs, to build pandemic preparedness and response (PPR) capacities, and to achieve SDG 3. RSSH encompasses not just the national health system but also services provided by communities, the private sector and other providers, which together should ensure that individuals' health needs are met wherever they seek care.
2. **Maximizing the Engagement and Leadership of Most Affected Communities to Leave No One Behind.**
The leadership of communities living with and affected by the three diseases has been central to the success of the Global Fund's unique model since its founding. In fact, the creation of the Global Fund owes a great deal to the leadership of these communities. Communities are often best positioned to guide and implement health programs to effectively respond to their diverse needs, and to identify and contribute to addressing structural barriers to HIV, TB and malaria outcomes. Robust engagement of communities helps ensure that investments are evidence and rights based, gender and age responsive, equitable, and sustainable.
3. **Maximizing Health Equity, Gender Equality and Human Rights.**
Vast inequities in access to health services and HTM-related outcomes persist between and within the countries that the Global Fund supports. Human rights and gender-related barriers, including stigma, discrimination and criminalization, increase vulnerability to HTM acquisition and limit access to services. The Global Fund's potential to have sustained impact on the three diseases and catalyze meaningful progress toward achieving the global targets hinges on its ability to advance more equitable responses and effectively reach those most affected, including key, and vulnerable populations and young people.

4. Mobilizing Increased Resources.

In the context of enormous economic challenges stemming from the COVID-19 pandemic, the Global Fund must be unrelenting in its efforts to catalyze and scale up domestic and international resources to get the fight against HTM back on track, to deliver on the 2023-2028 Strategy, and to accelerate progress toward SDG 3.

In addition, the new Strategy responds directly to the dramatic changes in the global health context by introducing an evolving objective on PPR so that the Global Fund can bring its partnership's expertise and inclusive model to this new imperative, and in doing so, help protect progress on the three diseases.

The PPR objective enables the Global Fund to play its part, alongside partners in the global response to COVID-19, to strengthen the resilience of systems for health and HTM programs to pandemic threats, to support countries and communities to prevent, detect and respond to new pathogens of pandemic potential, and to address the multifaceted threats to health arising from climate change.

Global Fund Principles

The work of the Global Fund is based upon four principles – partnership, country-ownership, performance-based financing and transparency – empowering implementers to lead the response to the three diseases, supported by a diverse range of partners in the health sector. The Global Fund plays a critically important role, and it is imperative that funding is invested for maximum impact, supporting the implementation of programmes in the most effective way possible.

The Roles

The primary role of the Board Leadership is to manage the affairs of the Board, including ensuring the Board is organised properly, functions effectively, and meets its obligations and responsibilities. The Chair and Vice Chair are key public representatives and spokespersons for the Global Fund, maintaining communication with and among Board members, the Executive Director, the Secretariat and the Fund's main stakeholders. The Board Leadership act as ambassadors for the mission of the Global Fund.

The Board Chair and Vice Chair are the stewards for the Fund's governance and interact with Management to support the implementation of the strategic vision of the organisation. They serve in their personal capacities as non-voting members of the Board and are required to always act in the best interest of the Global Fund and uphold the Global Fund's values, as well as the highest ethical standards, in accordance with the Code of Conduct for Governance Officials.

To view the Global Fund's Code of Conduct for Governance Officials, please click here;

English:

[core_codeofethicalconductforgovernanceofficials_policy_en.pdf \(theglobalfund.org\)](#)

French:

[core_codeofethicalconductforgovernanceofficials_policy_fr.pdf \(theglobalfund.org\)](#)

Responsibilities

The Board Chair and Vice Chair have the following responsibilities:

The Board's Core Functions

Overseeing and ensuring the effective performance of the Board as it carries out its six core functions as set forth in the Bylaws, namely Strategy Development, Governance Oversight, Commitment to Financial Resources, Assessment of Organisational Performance, Risk Management and Partnership Engagement, and Resource Mobilisation and Advocacy. Board Leadership serves as champions for the organisation's governance culture.

Strategic Leadership

- Ensuring that the Board defines and approving the overall strategy and performance framework as well as on an annual basis reviewing the substantive results as well as the financial performance;
- Defining the strategy for the Board Leadership term to ensure the Board effectively performs its core functions;
- Aligning the work plans and agendas of the Board, standing committees and Coordinating Group with the Board's mandate;
- Facilitating communication between the Board and its direct reports, the Executive Director and Inspector General;
- Developing Board priorities and meeting agendas in consultation with Committee Chairs and Vice-Chairs and the Executive Director;
- Coordinating Board deliberations and communications in between meetings; and
- Identifying themes or issues for further deliberation and consideration by the Board or its standing committees.

Governance Stewardship

- Holding accountable the governing structures, with the help of the committee mandated with governance responsibilities (the “Ethics and Governance Committee”), to make best use of the Board’s time to undertake proper decision making, by promoting consultations, ensuring all agenda items are well developed, and identifying challenges and barriers;
- Guiding the Board in the transparent selection, appointment, assessment and removal, if necessary, of the Executive Director, Inspector General or any other direct appointee upon the advice of the Ethics and Governance Committee;
- Recommending to the Board, taking into consideration the recommendations of the Ethics and Governance Committee, the selection of the Chairs and Vice Chairs of the Board’s committees;
- Collaborating with Board constituencies as well as committee Chairs and Vice Chairs to identify qualified candidates, for committee membership; and taking into consideration the recommendations of the Ethics and Governance Committee, present qualified candidates for Board approval;
- Supporting the Board’s nomination and selection process for the appointment of successors to the Board Chair and Vice Chair, as overseen by the Ethics and Governance Committee;
- Working closely with the other members of the Coordinating Group, ensuring a focus on the mandate outlined in the Coordinating Group’s terms of reference and agreed workplan.

Overseeing Institutional Performance

- Serving as a sounding board to the Executive Director and providing advice on key strategic issues;
- Participating in the annual performance assessment of the Executive Director and Inspector General in line with Board-approved processes;
- Engaging in periodic discussions with direct reports of the Board around progress and performance; and
- Guiding the Board’s review of the multi-year strategic plan and decisions on how to achieve the desired results and assess the impact of financial investments.

Coordinating Risk Management

- Facilitating, with the support of the Coordinating Group, the Board’s establishment and adjustment of the risk management strategy of the Global Fund; and
- Ensuring the effective allocation of risk-oversight activities amongst the committees.

Advocating for the Global Fund

- Acting as principal spokespersons for the Board to advocate, promote awareness, and raise funds for the Global Fund and its mission; and
- Communicating and engaging with global stakeholders, including partners, donors and implementers, to ensure the Board addresses the concerns of its wide and diverse range of stakeholders, also taking into consideration the 2030 Agenda for Sustainable Development.

Maintaining Procedural Order

- Convening, chairing and leading all Board meetings, executive sessions, and retreats; ensuring adequate time and the appropriate procedures are followed for informed discussion and decision-making on agenda items and electronic decisions of the Board, and intervening if necessary if consensus is not reached;
- Balancing representation and decision-making to ensure transparency and inclusion, deciding when to bring discussions to a close, and when to proceed to decision-making, striving to achieve consensus; intervening to address inappropriate behavior within the Board; and
- Ensuring, with the support of the Ethics and Governance Committee, that the Board and its committees operate in a transparent and accountable way in line with the values, principles and policies of the Global Fund.

Formal Decision-Making

- In urgent, exceptional circumstances, and as provided for in the Bylaws and Operating Procedures of the Board and Committees, the Board Chair and Vice Chair may take joint action on behalf of the Board between Board meetings;
- In such cases, they shall report to the Board on any such actions as soon as possible thereafter and a full report on the decision shall be presented to the Board at its next meeting; and
- With the exception of instances outlined above, formal decision making at the governance level is reserved to the Board and its committees.

Division of Responsibilities

- At the beginning of their term, the Board Chair and the Vice Chair shall clearly define which responsibilities shall be carried out by the Chair and which ones will be carried out by the Vice Chair, and they will communicate this distribution to the Board, the standing committees, and Secretariat. This division can be adjusted and any changes will be communicated to the Board.
- The Board Chair shall take the lead on behalf of the Board as spokesperson for the Global Fund for resource mobilization and advocacy on behalf of the Global Fund;
- The Board Chair and Vice Chair will consult throughout the duration of their term; and
- The Board Chair and Vice Chair will step in for each other on a temporary basis if he/she is unable to perform his/her specific responsibilities.

Person Specification

Experience

The Chair and Vice Chair should collectively possess experience in:

- Best practices of Board operations and good governance practices;
- Chairing or leading decision-making bodies composed of diverse stakeholders from government, civil society, or the private sector;
- Proven skills in organising and facilitating discussions, building consensus, and mediating disputes among diverse stakeholders;
- Performing high-level outreach to key stakeholders, including the donor and implementer governments, civil society organisations, the private sector and partners;
- Leadership in a governance or management capacity in government, civil society, or the private sector;
- Strategic planning, implementation, and problem-solving;
- Defining long term strategies based on evidence and best practices;
- Reviewing performance reports and financial statements, to analyse and assess their strategic implications;
- Conducting risk assessments and developing mitigation strategies; and
- Expertise in some or all of the following areas: advocacy, promotion of human rights and gender equality, public health, international finance and development, diplomacy, negotiations and fundraising.

Competencies

The successful candidates will possess the following competencies:

Board Leadership

- Capacity to personally commit to the Global Fund's mission, core values, including on human rights and gender equality as well as accepting differences;
- Ability to facilitate constructive discussion and debate on key issues, and to work with Board constituencies to reach agreement on solutions; and
- Ability to leverage all Board members' skills and knowledge to maximize Board performance and drive impact.

Communication and influencing

- Ability to build and sustain partnerships with key stakeholders in line with Global Fund's Partnership Model;
- Willingness to be challenged and reconsider positions when faced with new information or alternative theories;
- Ability to develop effective and constructive relationships with the Board, Committee Leadership and members, the Executive Director, the Inspector General, the Ethics Officer, and senior management in the Global Fund Secretariat, as well as key external stakeholders and counterparts; and
- Excellent written and spoken communication skills in English (additional languages are beneficial).

Strategic Orientation

- Strong visionary and analytical skills;
- Ability to guide the Board's development and alignment around its long-term strategic goals;
- An ability to guide changes to Board culture necessary to support its long-term strategic vision; and
- Ability to evaluate various opportunities and challenges facing complex international organisations.

Intercultural Skills

- A strong international perspective, with the ability to understand different regional, social and cultural contexts;

- Deep understanding of development and health landscapes, and ability to operate effectively in a wide range of donor and implementer country settings;
- Understanding the concerns of people affected by the HIV, TB and malaria, especially key populations and tolerant of people's differences; and
- Respect for human rights.

Integrity and Independence

- Ability to formulate a balanced and impartial view independently of organisational positions;
- Ability to clearly express and defend opinions while remaining objective; and
- A commitment to speaking openly and respectfully.

Location

There is no specific location requirement for the Board Leadership, however the successful candidates will undertake significant international travel.

Selection and Term

Selection:

The Board selects its Chair and Vice Chair in accordance with the Bylaws and the Operating Procedures of the Board and Committees. Before assuming its new role, the incoming Board Leadership will have the option to shadow the outgoing Board Leadership to help ensure a smooth transition and will be offered comprehensive onboarding.

Neutral role:

Once appointed, the Board Chair and Vice Chair act only in the best interest of the Global Fund. Specifically, they shall not represent or advocate for any Board voting group, constituency, or other stakeholder.

Terms:

The Chair and Vice Chair serve coinciding three-year terms, or until the appointment of their respective successors.

Time Commitment

The Board Chair is expected to dedicate an average of 40-50% of an individual's working time to Global Fund matters, while the Vice Chair should anticipate an average of 25-40%.

The time commitment depends upon the Replenishment and Strategy cycles of the Global Fund. The Board Chair and Vice Chair should be willing and able to commit additional time during specific periods, including during Board and Committee meeting periods.

The Board Chair and Vice Chair shall communicate regularly with Committee Chairs and Vice Chairs, Board Members, the Secretariat, partners, and other stakeholders between Board Meetings. Additionally, the Board Chair and Vice Chair are expected to travel as representatives of the Global Fund, in some cases to locations with security, economic, and infrastructural challenges.

Honorarium

An honorarium may be provided to the Board Chair and/or Vice Chair for service in accordance with the honorarium framework approved by the Board. This currently stands at up to US\$40,000 available to the Chair, and up to US\$30,000 to the Vice Chair. The Board Chair/Vice Chair may choose not to accept an honorarium.

Advisors

The Chair and the Vice Chair will each be supported by an advisor, based in the same location.

Accountability

The Board Chair and Vice Chair are charged with upholding and serving as role models for the Code of Conduct for Governance Officials and for referring the conduct of any governance official, including Board and Committee Leadership, to the Ethics Officer and the Ethics and Governance Committee.

The Board Chair and Vice Chair are accountable to the Global Fund Board as a whole. As part of the Board's Governance Performance Assessment Framework, the assessment of Board Leaders is included in the annual assessment of the Board.

The Board Chair and Vice Chair will be expected to provide an annual report to the Board outlining their activities and their contributions to achieving the overall goals of the Global Fund.

How to Express Interest

To reach the short-list and be interviewed by the Board Leadership Nomination Committee, candidates must formally be nominated by a Board constituency. To express interest in either role, please send a full CV together with a motivating letter, briefly highlighting your experience and skills against the requirements of the role, to responses@russellreynolds.com including the reference number 2206-077L and job role in the subject title. All expressions of interest will be acknowledged.

Appendix

The Global Fund Board Committees

The work of the Board operates through three committees: Audit and Finance Committee; Ethics and Governance Committee; Strategy Committee. A Coordinating Group, led by the Board Chair, serves as a collaborative body to coordinate important business of the Board.



The Global Fund Board

The Board of the Global Fund includes 20 voting members, with equal representation by implementers and donors, and an additional eight non-voting members (leadership and ex-officio members).

