



# Position Specification

**The Global Fund**  
Head, Strategy and Policy

## Our Client

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

## Background

Created over 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. The Global Fund raises and invests 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. The Global Fund unites 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, the Global Fund's 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, it has saved more than 65 million lives through its innovative partnership and has disbursed more than US\$65.4 billion to support programmes in more than 100 countries. In 2023, 78% of people living with HIV were on antiretroviral therapy, up from 22% in 2010. TB treatment coverage reached 70% in 2022, up from 45% in 2010. The percentage of the population with access to a long-lasting insecticide-treated net reached 57% in 2022, up from 30% in 2010.

## Seventh Replenishment 2022

In 2022, The Global Fund raised the record amount of \$15.7 billion 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 \$14.25 billion 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 \$1.23 billion raised from private donors, the private sector also hit a new record of funding committed to the Global Fund. By 18 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.

In 2025, the Global Fund will hold its Eighth Replenishment.

## 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 (HTM) outcomes; and building equity, sustainability and lasting impact. The new Strategy puts people and communities at the centre of all the Global 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-Centred 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 national health systems, 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 HTM 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 catalyse 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 catalyse 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 – that empower 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 Role

The Global Fund to Fight AIDS, Tuberculosis and Malaria is looking to appoint a new Head, Strategy and Policy. The Head, Strategy and Policy, leads the Strategy and Policy Hub and serves as a part of the Executive Director's Management Executive Committee (MEC).

S/he will coordinate corporate strategy and policy development, lead engagement with the Strategy Committee of the Board, lead the Fund's allocation model to maximize the impact of available resources for country funding, oversee performance through the organization's Key Performance Indicator framework, and engage in special projects of high strategic relevance to the Global Fund.

The Head ensures consistency and coherence of policy development across the organization and drives the development, formulation and performance management of the Global Fund's corporate strategy. S/he will proactively identify emerging issues and lead subsequent policy and implementation solutions in close consultation and collaboration with internal and external stakeholders.

## Responsibilities

The Head, Strategy and Policy is responsible for leading and managing the Department and serves as part of the Executive Director's Management Executive Committee (MEC). In addition to the Executive Director and all relevant internal departments and divisions, the Head, Strategy and Policy will collaborate closely with the Strategy Committee and the wider Board, as well as with key technical partners (UNAIDS, RBM, Stop-TB, WHO).

Under the direction of the Executive Director and in consultation with internal and external stakeholders, the Head, Strategy and Policy:

- Leads development of the Global Fund's Strategy and policies to support the strategy and respond to emerging trends, opportunities, and threats
- Leads and coordinates engagement with the Strategy Committee of the Global Fund Board
- Leads the Global Fund's allocation model, which distributes total funding available from replenishment to countries with the highest burden and lowest economic capacity. S/he is also responsible for updates to the allocation model to align with the latest partner data, to respond to programmatic and financial challenges, and coordinates Secretariat adjustments, execution and communication of country allocations
- Leads the Global Fund's Key Performance Indicator and Monitoring and Evaluation Frameworks to manage progress towards the Global Fund Strategy. S/he is also responsible for updating these frameworks, represents the Executive Director on the Independent Evaluation Panel, and leads performance monitoring of progress, including elevating strategy implementation challenges to the MEC, Strategy Committee and Board for resolution, and leads reporting to the Board and Committees on Global Fund performance and challenges
- Co-chairs the Grant Approvals Committee and chairs the Qualitative Adjustment process
- Represents the Global Fund on various strategically important external partnerships, as agreed with the Executive Director, including through participating on partner boards. For example, as of now, s/he represents the Global Fund on the Pandemic Fund Board, and leads collaboration work with Gavi on malaria and TB vaccines
- Fosters development and communication of coherent strategic positioning of Global Fund to key audiences to ensure wide ownership and understanding of Global Fund approaches
- Leads research, analysis and development of new ideas, incubates new topics as needed, and advises OED/MEC in policy matters and any ad hoc issues

*Subject to change by the Executive Director at any time at their sole discretion.*

Success criteria for the role include:

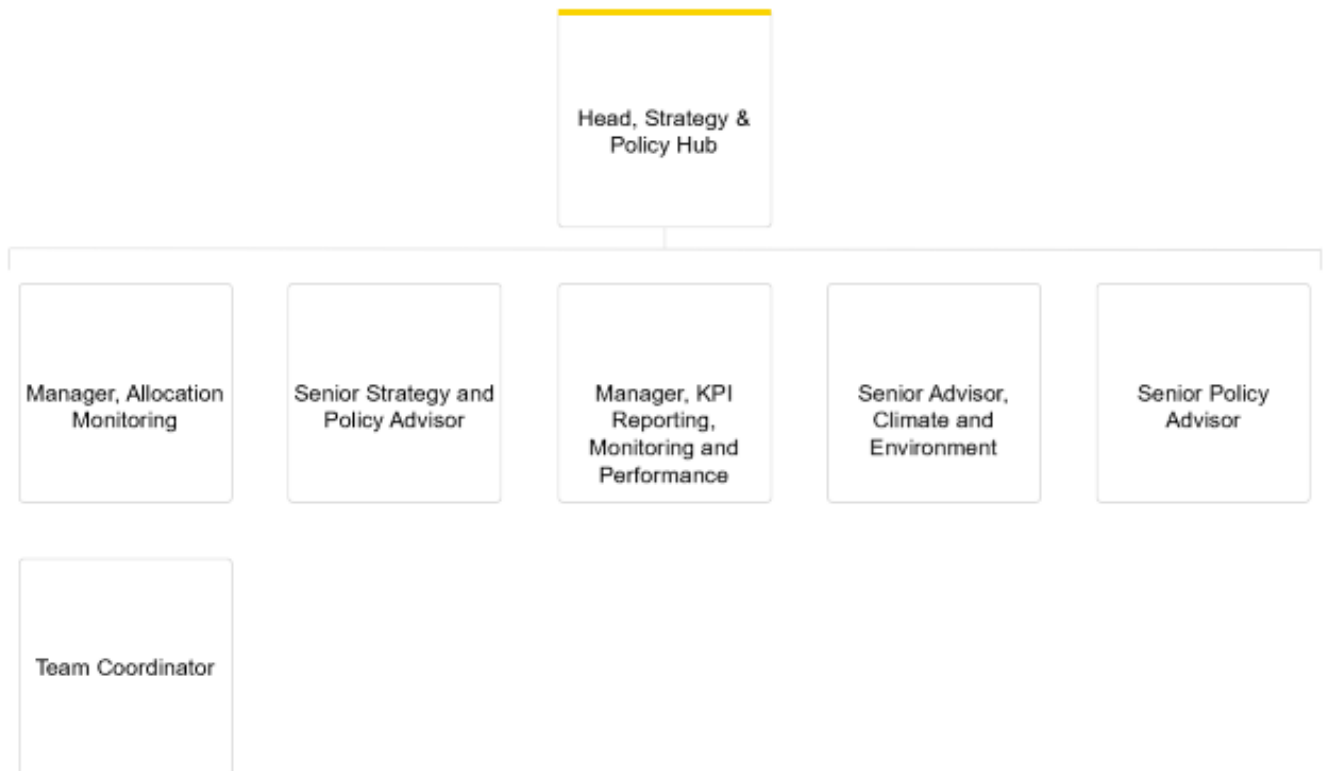
- Strategy development, monitoring of progress, and implementation.
- Coordination of policy development and decision-making internally and of the Strategy Committee and the Board.
- Robust updating and delivery of the Global Fund's allocation model.

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Global Fund to Fight AIDS, Tuberculosis & Malaria

- Rigorous implementation, updates and use of the KPI and M&E framework for performance management.
- Achievement of agreed objectives on key strategic partnerships and initiatives.

The Head, Strategy and Policy will have oversight of a team, with key direct reports outlined below:



## Person Specification

### Qualifications and experience

The Head, Strategy and Policy should bring, at a minimum:

- Advanced university degree in a relevant field in policy, strategy and/or public health (master's level or equivalent). Additionally, post-graduate degree in relevant field, specialization in business or public sector management or public health is desirable.
- At least 15 years of relevant experience with progressively increasing responsibilities
- Extensive experience in strategy and policy formulation, and a track record in strategy implementation, preferably in international development
- Extensive senior professional experience at the management level in global public health or international development
- Track record in management and delivery of services in complex organizations, including business model development and adaptation
- Knowledge of the three core pandemics of the Global Fund: AIDS, tuberculosis and malaria
- Strong managerial skills and proven ability to lead and collaborate effectively in a complex, multi-disciplinary and diverse environments

In addition, desirable criteria include:

- An ability to work effectively with programs, systems and practices at all levels of complexity
- Sound knowledge of planning and modelling techniques
- Strong influencing/communications skills and exceptional professional credibility
- Excellent networking, collaboration and teamwork skills.

### Competencies

The Head, Strategy and Policy must:

- Demonstrate the Global Fund's core ethical values of integrity, duty of care, accountability, and dignity and respect;
- Understand and promote the mission, strategy and priorities of the Global Fund; and
- Display understanding and sensitivity to all values underpinning the mission of the Global Fund
- Bring an excellent knowledge of English and preferably a good working knowledge of French or one of the following: Arabic, Chinese, Russian, and Spanish. Knowledge of other languages would be an asset.

### Organizational Competencies

- **Global Fund awareness and mind-set:** Taking a long-term strategic perspective that enables setting priorities and defining key areas of focus for the future of the Global Fund.
- **Service Orientation:** Developing solutions, systems or approaches that are aimed to support Clients/Recipients and/or address their needs in a systematic way.
- **Drive for results:** Ability to make high-impact decisions and readiness to launch larger scale initiatives that support the Global Fund mission and strategy implementation.
- **Collaboration:** Managing challenging interpersonal situations in order to help others resolve conflicts and overcome challenges that come up in various working relations.
- **Interaction:** Managing strategic dialogue with high-level stakeholders based on political awareness and top-level diplomatic skills.
- **Adaptability:** Proactively drive broad scale changes to ensure the Global Fund readiness to face challenges of the VUCA world.

### Functional Competencies

- **Analytical:** Demonstrates a thorough understanding of analytical techniques. Expertise in assembling complex information from multiple sources and reporting in a concise format. Able to spot future trends and long-term patterns from a wide variety of information sources.
- **Business:** Able to develop strategies and solutions that increase organisational performance. Understands the financial implications of all recommendations, issues and new solutions suggested. Creates business cases for leadership that demonstrate an understanding of how proposals will impact the overall position of the Global Fund.

- **Country Context:** In-depth expertise in country conditions and factors which will affect delivery of programs in country. Able to use knowledge to negotiate effectively on behalf of Global Fund and to build trusted relationships with key country stakeholders.
- **Geopolitical Awareness:** In-depth expertise in geopolitical environment to enable relationship building at the highest level. Uses knowledge to link Global Fund vision and purpose to country requirements and issues. Demonstrates flexibility and capacity to manage ambiguous situations which may arise within different geopolitical environments.
- **Global Public Health:** Strong advisory expertise on all aspects of Public Health issues and concerns. In-depth knowledge of Global Fund's specific issues relating to Public Health and how to mitigate risks. Expertise in delivering and communicating the Global Fund commitments to Public Health using diplomacy, emotional intelligence, strong negotiations skills and experience of working with key operational and strategic partners. Strong knowledge of Public Health issues in different contexts, countries, regions,
- **Disease Knowledge:** Good knowledge of epidemiology, key risk factors, natural history, treatment and prevention including basic normative guidelines for TB/Malaria/HIV. Strong awareness of research and policy development in disease area. Expertise in program design and implementation and in delivering national disease prevention programs in developing countries. Experience in TB/Malaria/HIV programming and in-depth expertise in one aspect of disease and preventative measures.
- **Multicultural Understanding:** In-depth understanding of multicultural differences to enable relationship building at the highest level. Uses knowledge to link Global Fund vision and purpose to different country environments. Demonstrates flexibility and capacity to manage ambiguous situations which may arise due to cultural differences
- **Operational Policy:** In-depth knowledge of the Global Fund business model of how countries access funds, manage grants and disburse funds in relation to the development, maintenance and training of others in the rules of how grants are managed.

## Location

The Head, Strategy and Policy will be based in Geneva, Switzerland at the Global Fund's headquarters. Frequent travel may be required.

## Diversity, Equity & Inclusion

The Global Fund is committed to a diverse, equitable, and inclusive work environment. To help us achieve this, we welcome applications from all qualified candidates who share this commitment, regardless of their sex, gender identity, sexual orientation, HIV status, race, national origin, cultural or ethnic background, disability, marital status, religion, or age.

## How to Apply

The Global Fund has retained Russell Reynolds Associates to advise it on this appointment. Please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com).

All applications will be acknowledged.

Your submission should include:

- Please quote the role title and assignment code 2412-054L in the subject heading of the email.
- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable.
- A Supporting Statement of not more than two A4 sized pages succinctly highlighting your motivation, experience and skills against the requirements of the role.

**The closing date for applications is Friday, 31 January at 11:59 pm CET.**