

Executive Director Terms of Reference ¹

November 2016

THE ROLE

1. Introduction

- i. The Executive Director is the Chief Executive Officer of the Global Fund. She/he is responsible for the overall leadership and management of the Global Fund's operational and administrative functions. Working under the guidance of the Global Fund Board, the Executive Director defines the organization's strategic vision and is accountable for its implementation and the results achieved.
- ii. The Executive Director maintains strong relationships with a diverse range of stakeholders that are important collaborators in the Global Fund's mission and activities.
- iii. The Executive Director has the responsibility and accountability to set the tone for the Global Fund Secretariat's internal and external interactions by exemplifying values of high ethical standards, integrity, and fairness. She/he must act in the best interests of the Global Fund in all contexts, and is responsible for ensuring this culture prevails across the organization's employees and contractors.

2. Duties and responsibilities

- i. The Executive Director reports directly to the Global Fund Board. As head of the Secretariat, the Executive Director works closely with the leadership of the Global Fund Board and its standing Committees, the Ethics Officer and the Office of the Inspector General and the members of the Management Executive Committee.
- ii. Given the importance of maintaining the management continuity process of the organization, the Executive Director is expected to appoint a Deputy Executive Director to ensure that his/her managerial responsibilities may be efficiently carried out without interruption throughout the year, in particular during his/her absences for business-related travels.
- iii. The Executive Director's primary responsibilities are as set out below.

3. Managing Finance, People and Systems

The executive Director will:

- i. Operational management

¹ As amended by the Board through Decision Point GF/B36/DP07 on 17 November 2016. Previously adopted under GF/B26/EDPo8.

1. Ensure that the Global Fund's organizational structure, operational policies and other business processes are sound and able effectively to deliver on the strategic objectives (Global Fund Strategy 2017-2022) defined by the Global Fund Board;
 2. Exercise authority over personnel and human resource matters and further strengthen performance management by tracking key performance indicators across the organization;
 3. Maintain a positive work environment that facilitates collaboration and information sharing and is conducive to attracting, retaining, and motivating diverse talent;
 4. Lead the Secretariat's internal management committees as the mechanism for ensuring aligned internal leadership and implementation; and
 5. Effectively manage operational or financial matters to deliver on the mandate of the Global Fund, including by seeking additional authority from the Board as may be needed to address risks that arise proactively and effectively.
- ii. Financial management
1. Present annual financial budgets for Board approval that link to the corporate workplan, and more routinely throughout the fiscal year, multi-year resource projections for the transparent The Global Fund 36th Board Meeting GF/B36/07 Montreux, 16-17 November 2016 8/14 management of resources;
 2. Work closely with the Chief Financial Officer to ensure the overall transparent and effective financial and administrative functionality of the Global Fund and its assets; and
 3. Oversee the management and implementation of all organizational contracts according to corporate procurement systems and practices that deliver value for money and focus on the primary work of the Global Fund.
- iii. Official Representation
1. Represent the Global Fund before any competent authority (in particular any Federal or Cantonal authority of Switzerland) when delegated by the Chair and Vice-Chair of the Board.

4. Strategic Leadership and Delivery

The executive Director will:

- i. Operationalize, lead and monitor the implementation of the Global Fund's Strategy 2017-2022, and ensure the effective implementation of new business models and instruments to deliver on the strategic objectives;
- ii. Represent the Global Fund Secretariat at the highest level, ensuring its role within the global public health architecture is well understood, through direct engagement with policy-makers and the execution of an effective media strategy;

- iii. In close collaboration with the Office of the Inspector General and the Audit and Finance Committee of the Board, ensure that there are strong fiduciary controls in place to monitor the use of Global Fund resources;
- iv. Effectively manage risk in the portfolio and the Secretariat's operations, including, but not limited to, the development of rigorous management and communications systems to ensure the implementation of and strict adherence to Board decisions and other Global Fund policies in a timely manner; and
- v. Ensure meaningful monitoring and evaluation of Global Fund programs and performance and the provision of accurate analysis and routine reporting on the impact and performance of the Global Fund's grant portfolio.

5. Partner engagement, working with the Board, and mobilizing resources

The Executive Director is responsible for building and maintaining effective alliances as part of a coordinated response to the three diseases at the country and international levels. This includes effective interactions with and responsiveness to the full range of public and private partners that are key stakeholders in building and sustaining appropriate national level responses.

i. Partner engagement

To safeguard and continually strengthen the effectiveness, reputation, and profile of the Global Fund, the Executive Director will work closely with the Board and its committees to:

1. Build and maintain effective alliances and operational collaboration with public and private partners, such as governments of implementing countries, United Nations agencies, bilateral donors, non-governmental organizations, the business sector, civil society actors, and communities affected by the three diseases;
2. Represent the Global Fund and its work with external stakeholders to build effective partnerships with public and private entities to support the work of the Fund;
3. Strengthen access by implementing countries and affected populations to cost-effective, innovative products and services that increase the availability of high quality, sustainable services The Global Fund 36th Board Meeting GF/B36/07 Montreux, 16-17 November 2016 9/14 that are most relevant to the specific epidemiological context in which implementation is occurring;
4. Interact with governments at the highest political level to advocate for an appropriate level of national resources to be directed to at risk populations; and
5. Maintain effective communications with all stakeholders.

ii. Mobilizing and sustaining resources

To support the Board in its core function of mobilizing public and private sector donors to support the mission of the Global Fund, the Executive Director will:

1. Provide strategic guidance for resource mobilization and the implementation of the Global Fund's replenishment mechanism;

2. Oversee and advance the development of new funding streams for the Fund, broadening the donor base and encouraging increased investment in programs from implementing countries themselves;
3. Ensure the highest level of confidence among public and private donors in the Global Fund operations and impact to support longer term predictable financing being contributed to the Global Fund as the multi-lateral financing mechanism of choice for the three diseases; and
4. Engage with other regional groups of implementing and non-implementing countries, communicating the Global Fund's purpose and aiming to secure their support.

iii. Working with the Board

To support the Board in its strategic leadership of the organization, the Executive Director will:

1. Report to the Board on the operational, administrative, and financial aspects of the Global Fund at each Board meeting;
2. Ensure that the Board is made aware, in a timely way, of key strategic and other material operational challenges the Secretariat is encountering in the course of its work;
3. Represent the management of the Secretariat at Board Meetings, and ensure effective and timely preparation and distribution of all materials in accordance with Board mandated policies and procedures;
4. Participate (or nominate a delegate to participate) at all non-Executive sessions of Committee meetings, and assist the Committees of the Board, their advisory and technical panels and other support structures; and
5. Communicate Board decisions to the Global Fund's staff, and other relevant stakeholders.
6. Assist the Board Chair and Vice-Chair in evolving and strengthening the overall governance of the Global Fund.

CANDIDATE PROFILE

6. Knowledge and Experience

Candidates for the role of Executive Director will be able to prove their:

1. Track record as senior managers of complex and internationally diverse organizations;
2. Track record in building and strengthening a strong aspirational organizational culture based on the Global Fund values;
3. Success as builders of mutually supportive multi-cultural teams;
4. Leadership of organizations operating in changing global contexts;

5. Exposure to a range of partnership models in both financing and delivery of programs;
6. Sensitivity to issues relating to HR management, diversity, gender equity, and human rights internally and externally;
7. Fluency in English and experience of working in a multi-lingual environment.

It will be desirable for candidates to bring:

1. Credentials in the creation and cultivation of successful partnerships with governments, civil society actors, and the private sector;
2. Substantive knowledge and experience in one or several of the following areas: international development, international health financing and development financing, public health and/or in responding to the three diseases and/or health systems;
3. Experience of working effectively in and/or with implementing countries;
4. Fluency in another language or languages.

7. Competencies

The core competencies required for the role are:

i. Operational Management Skills

1. Exceptional management skills of people, finances and systems, with a proven capacity to motivate and lead an multi-disciplinary management team to achieve organizational goals according to a risk-aware implementation framework;
2. Team-building ability, the capacity to instill a culture that values measurable achievement, mutual support, and compliance with organizational processes;
3. A focus on sustainable results that deliver improved health outcomes for affected populations;
4. A grasp of detail and an understanding of international health and/or development financing through grant and/or loan-making and grant/loan-management, or comparable financing mechanisms, balanced by well-developed delegation and senior team management skills;
5. An ability to make difficult decisions when required on organizational development, balanced by experience in constructive engagement with staff on change management processes and their value to the organization as a whole;
6. A facilitative approach that enables effective delivery with and through partner organizations.

ii. Strategic Capability

1. A strong analytical mind and the ability to grasp the nature and direction of the Global Fund strategy and help shape it in the future;

2. The capacity to work collaboratively with a large and complex Board in the development and articulation of its vision and on its translation into tangible results and longer term impact;
 3. An appreciation of the issues facing partners in implementing countries and opportunities that exist to alleviate barriers to successful implementation of national programs;
 4. A clear focus on organizational goals amid multiple competing risks and demands, and a capacity to prioritize effectively in order to deliver results.
- iii. Advocacy and Representation Skills
1. Strong public-speaking and influencing skills;
 2. Presence, gravitas, humility and empathy in dealings with partners from a variety of backgrounds;
 3. An ability to engage and operate effectively at the highest political levels;
 4. Understanding of and an ability to strategically lead on resource mobilization activities
- iv. Personal Attributes
1. Strong inter-personal skills;
 2. Role model of ethical standards and integrity;
 3. Familiarity and ease with a variety of cultures and comfort with diverse groups;
 4. Strength of personality and robustness of intellect;
 5. Sound judgment combined with humility and a focus on personal development and continued learning;
 6. The ability to work with a multi-constituency board as a credible partner: informing its decisions and deriving the maximum advantage for the Global Fund from its collective experience.
- v. Location
1. The Executive Director will be based at the Global Fund's Secretariat in Geneva. She/he will travel extensively.
 2. The working language of the Fund is English, with many other languages spoken.
- vi. Term of Appointment and Performance Expectations
1. The performance-based approach the Fund adopts to its programs, applies also to its leadership. The anticipated initial term of appointment for the Executive Director is for four years. Employment is strictly subject to performance against an agreed set of criteria through an annual review process.