

## Position Specification



The Global Fund to Fight AIDS, Tuberculosis & Malaria

Head of Resilient and Sustainable Systems for Health (RSSH)

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## Introduction

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

## Background

The Global Fund is a worldwide movement to defeat HIV, TB and malaria and ensure a healthier, safer, more equitable future for all. It raises and invests US\$4 billion a year to fight the deadliest infectious diseases, challenge the injustice which fuels them, and strengthen health systems in more than 100 of the hardest hit countries. It 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. It's working. Since 2002, it has saved 38 million lives. The Global Fund won't stop until the job is finished.

### **The Global Fund's Strategy 2017-2022: *Investing to End Epidemics***

The Global Fund's 2017-2022 strategy, *Investing to End Epidemics*, is to invest for maximum impact, supporting the implementation of programmes in the most effective way possible. It is aligned fully with partner plans and with the SDGs, and will contribute to the 2030 agenda. It outlines a bold agenda for the six-year period, 2017-2022. It is based on an ambitious vision, mission, and four strategic objectives, which are each underpinned by a number of sub-objectives and supported by two strategic enablers. The core objectives of the Global Fund 2017-2022 strategy are:

1. **Maximising the impact of investments for HIV, TB and malaria** requires differentiated approaches for diverse country contexts, increased alignment, and planning for sustainability of programmes. Countries must be supported to implement and sustain impactful programmes targeting the three diseases from both a programmatic and financial perspective over the longer term. Successful implementation of this strategy will contribute to progress in the fight against the three diseases aligned with the UNAIDS Fast Track Strategy, the End TB Strategy, and the Global Technical Strategy for Malaria; and to the achievement of the Sustainable Development Goals.
2. **Building resilient and sustainable systems for health** are crucial to ensuring that people have access to effective, efficient, and accessible services through well-functioning and responsive health and community systems. The existence of strong systems for health is essential to making progress against HIV, TB and malaria, and to ensuring that countries can address the varied health challenges they face from reproductive, men's, women's, children's, and adolescent health, to global health security threats, to non-communicable diseases.
3. **Human rights barriers**, stigma and discrimination undermine an effective response to the three diseases. Promoting and protecting human rights is essential to ensure that countries can control their epidemics, scale up where needed, and sustain their gains. **Addressing gender inequality** is essential as it drives increases in infection rates, and contributes to differential access to health services for men, women and transgender people. Gender

inequality reduces the ability of women and girls to protect and keep themselves healthy, and access social services like education.

4. **Mobilising increased resources** is required for successful scale-up of the response to the three diseases. According to the global technical strategies against HIV, TB and malaria, the global health community must front load investments during the next strategy period to maintain the gains made to date and accelerate progress.

Through this strategy, the Global Fund will contribute to the 2030 agenda including the principle of shared responsibility, the approach of inclusive, multi-sectoral participation, and the priorities as outlined in the SDG goals. In particular, financing provided through the Global Fund will be a major contributor to enabling countries to meet Goal 3 and the associated target that seeks to end the epidemics of AIDS, TB, and malaria by 2030.

### **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 Role**

The Head of RSSH is the Global Fund’s **lead voice of authority on Resilient and Sustainable Systems for Health (RSSH)**, both with external audiences and within the Global Fund Secretariat.

As a highly regarded senior leader, the Head of RSSH **leverages the Global Fund’s investment scale and partnerships** to lead, shape, coordinate and oversee implementation of the Global Fund’s [RSSH strategic objectives](#). The Head of RSSH sets the agenda for how the Global Fund demonstrably accelerates in-country results from the more than \$1 billion spent annually on strengthening and supporting national health and community systems to accelerate in-country results against HIV/AIDS, Tuberculosis and Malaria. The Head of RSSH also leads the Global Fund’s RSSH approach on Global Health Security (GHS) and on pandemic preparedness and responses, including in mitigating the impact of COVID-19 on HIV, TB and malaria programs and service access.

The Head of RSSH delivers the goals of the **Global Fund Strategy**, specifically the strategy’s RSSH Pillar, as well as on the direction provided by the Global Fund’s Board including through the ‘RSSH Framework’. The RSSH focus is both on investments in the grants this cycle (2021-2023) and on the preparations to realize the RSSH purpose in the next Global Fund Strategy and next grant cycle (from 2024). The Head champions innovations that the Global Fund model at put as scale, program quality, health systems integration, community systems strengthening, health governance and patient-centered approaches to demonstrably strengthen health systems performance and health outcomes. Building on guidance from relevant technical partners, lessons learnt and adaptation to specific country, disease and health systems contexts, the Head assertively steers and skilfully influences the dialogue on trade-offs, prioritization and what is realistic to maximize scarce RSSH investment

resources for performance and impact, while ensuring everyone, particularly the most vulnerable, has equitable access to quality services.

The Head of RSSH is responsible for overseeing and **pushing on RSSH opportunities** to enable broader system strengthening effects, especially through integration, in adjacent health areas to the three diseases, and in GHS. They are responsible to discuss progress, risks and opportunities on RSSH with the Global Fund's Management Executive Committee and Global Fund Board Committees. They lead the RSSH team in: 1) proactively managing comprehensive and differentiated **support and guidance to Global Fund Country Teams**; 2) **crafting organizational positions**, coordinating across the Secretariat, on RSSH initiatives and opportunities, and 3) **shapes collaboration** with external partners on RSSH, interacting with key partners to have strong future vision for RSSH and key innovations in this area.

Within the Global Fund Secretariat, the Head of RSSH is responsible for **leading and developing the expanding RSSH team** into a high-performing unit, particularly in providing value-generating advice and support to Country Teams in the Grant Management Division, focusing scarce expert resources where it matters most throughout the grant lifecycle, and across the portfolios to maximize the performance of Global Fund RSSH investments. The Head leads development of new competencies in the RSSH team based on specialization areas of RSSH that are new to the Global Fund, developing Global Fund authority on these areas.

The Head of RSSH strategically leads the **coordination effort** with the many other Secretariat teams that also contribute to the RSSH agenda, ensuring the whole is greater than the sum of the RSSH components. This means that beyond the functional areas within the RSSH team responsibilities (including laboratory strengthening, human resources for health, private sector engagement, and global health security), the Head promotes and ensures cohesive and outcome focused collaboration with other contributors to the broader RSSH objectives (incl. procurement and supply chain systems, community responses, data systems, financial management and health financing).

The Head of RSSH focuses on **improved outcome measurement** and orientation, rigorous follow-through on priorities, highly systematic and effective implementation. Attention to measurement is key to show programmatic results of RSSH investments. The Head is acting as a leader to enable and drive **accountability for strong programmatic performance in the grant lifecycle**, from design and approval of grants to implementation. The Head effectively leverages monitoring, evaluation and learning across the portfolio, to drive course correction and RSSH performance improvement.

As a senior leader within the Technical Advice and Partnerships Department Management Team, the Head of RSSH is responsible for accelerating delivery of country-level health outcomes through RSSH, in the fight against HIV/AIDS, TB, and Malaria.

Their focus is on strengthening in-country health and community systems, leveraging expertise from other Global Fund domains (e.g., HIV/AIDS, Malaria, TB, Community Rights and Gender, M&E, Supply Operations, Finance) where relevant.

**Key responsibilities of the Head of RSSH include:**

- 1. Providing strategic direction for Global Fund RSSH investments, grounded in demonstrated best practices and scalable innovations, shaping RSSH for current grant cycle as well as the next Global Fund strategy**
  - Is the Secretariat's voice of authority to deliver the current Global Fund Strategy 2017-2022 with the strategic objective to 'Build resilient and sustainable systems for health', driving clarity, alignment and prioritization on the Secretariat's RSSH agenda, including through the transformation of the RSSH Team.
  - Inputs into the shaping of RSSH and GHS as central themes of the next Global Fund strategy, currently under development by the Global Fund Board, and will lead the cross-Secretariat change management effort to deliver the future RSSH strategy, role and competencies
  - Provides thought leadership to steer the effective design, approval and implementation of RSSH investments, particularly through grants and Strategic Initiatives, enabling innovations, cross-portfolio learning and identifying best practices to accelerate in-country health outcomes.
  - Creates as well as identifies opportunities for RSSH as part of country health program adaptations to COVID-19, linking to Global Health Security (GHS), and in how countries are mitigating the impact of COVID-19 on HIV, TB and malaria programs and access to services.
  
- 2. Ensuring systematic and focused delivery on RSSH priorities to demonstrable boost in-country program outcomes**
  - Leads the RSSH Team of currently 15 specialists in successfully providing value-generating support and guidance to Country Teams, driving visibility and alignment on country specific RSSH priorities and critical enablers, while addressing key governance, management and operational bottlenecks
  - Leads development of effective RSSH measurement frameworks, with a focus on results with measurable outcomes (use of KPI/metrics), enhanced data collection, data driven decision making, providing visibility on health outcomes of RSSH investments, program quality and evaluation of innovations.
  - Acts as the lead voice of authority on Global Fund's RSSH technical advice, in strong interface with other Global Fund technical areas and in coordination with Global Fund's technical and bilateral 'set-aside' partners who provide important Global Fund facing technical assistance and capacity building support.
  - Leads development Global Fund competencies in specialization areas of RSSH, including Labs Systems Strengthening, Human Resources for Health, Private Sector Engagement, Community Systems Strengthening, and Global Health Security, as required by the current grant life-cycle and the new Global Fund Strategy.
  - Uses RSSH expertise and management experience to work out how to operationalize RSSH innovations into grants, supporting strategic RSSH investments, scalable innovations, strong program design, effective program integration, implementation and measurement.
  - Leads the design and implementation of the Strategic Initiatives for Service Delivery Innovations, totalling \$47 million for 2021-2023, to catalyze service delivery and out-sourced results in the country portfolios.

3. **Interacting with other relevant contributors to RSSH, establishing and enabling an integrated approach across all RSSH areas within the Global Fund, making the sum bigger than the parts**
  - Holistically oversees and coordinates the delivery of RSSH technical advice to Country Teams and country portfolios across all parts of the organization and from technical partners and technical assistance providers, ensuring joined-up integrated support to Country Teams and country portfolios along the grant lifecycle
  - Leads the coordination across all RSSH areas within the Global Fund, especially on critical interdependencies with technical functions such as Supply Operations, CRG, Finance, Health Financing, bringing relevant Global Fund stakeholders together in a cross-cutting, holistic manner to advance common RSSH objectives
4. **Leveraging purpose-driven RSSH partnerships, to improve in-country RSSH outcomes**
  - Leverages and develops Global Fund's partnerships to effectively accelerate key RSSH priorities, with a focus on addressing gaps and improvements where it matters most to step-up the performance of GF RSSH investments, including coordination with partner communities through the HIV and TB Situation Rooms and the Malaria CRSPC.
  - Builds on unique strengths of the GF to make RSSH partnership engagement more productive with relevant key partners and forums – see list of key partners below.
  - Understands the importance of in country RSSH partnerships and takes actions to improve RSSH related TA quality and performance
5. **Being a strong people manager, building a high performing RSSH Team with expanding competencies**
  - Leads an expansion of the RSSH team, constantly leading and overseeing the planning and execution of the team's work, ensuring focus, high quality of outputs and systematic interfaces
  - Drives development of new competencies/ functions in the RSSH team based on the priority areas of specialization for RSSH and in preparation for the new Global Fund Strategy.
  - Develops a motivated, continuously improving, high performing RSSH Team with strong service orientation and expertise that is highly regarded and sought after across the organization.
  - Fosters an open, transparent team environment in which all team members feel safe to share successes, failures, and ask for help
  - Actively steers team members' performance and development, with the right coaching, mentoring, feedback and performance reviews

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

### **Key Metrics**

Performance of the Head of RSSH will be measured in-line with responsibilities expressed above, and any additional ones deemed priority to achieve the Global Fund's strategy and mission.

Multiple sources of information will be used to evaluate performance, these include:

1. The relevant Global Fund's Performance indicators (KPIs) relating to RSSH and the three diseases, with a focus on improved service delivery through RSSH;
2. Investment programmatic performance, with a focus on Grants (performance framework indicators, and relevant grant ratings component including RSSH investment absorption), as well as performance of relevant RSSH catalytic investments;

3. Effective mainstreaming of a focused set of scalable innovations for better health outcomes;
4. Selected relevant Performance and Accountability metrics, with a focus on demonstrated improvement;
5. Intelligence regarding the satisfaction of Global Fund Secretariat with RSSH Team's strategic, technical, and operational advice and service orientation – particularly from the Grant Management Division (e.g., satisfaction survey);
6. Key stakeholders' feedback (360).

**Key Relationships**

Key internal relationships include:

- Executive Director
- Head of Grant Management Division, member of the GMD Directorate and their teams
- Head of Technical Advice & Partnerships Department, Disease Advisors and other relevant TAP team members
- Head of Strategy, Investment Impact Division (SIID), members of the SIID Management Team and their teams
- Head of the Strategy and Policy Hub, and their teams
- Global Fund Governance, including the Strategy Committee and its members
- Technical Review Panel
- TERG

**Key External Relationships**

Key external relationships, where relevant at CEO/Head/Coordinator and senior leadership levels, include:

- WHO including the global HIV, TB and Malaria programs and the regional offices, especially AFRO
- Gavi
- STOP TB
- Roll Back Malaria
- UNAIDS
- UNFPA
- UNICEF
- World Bank/GFF
- Ministries of Health, CCMs and other key national entities and stakeholders relevant to building RSSH
- The major bilateral partners, especially those providing 'set-aside' technical assistance to support Global Fund investments, including US, UK, France, Germany, Australia
- Focal points in groups or constituencies representing civil society and private sector
- UNITAID

## Candidate Profile

### Qualifications

#### Essential:

- A medical degree or an advanced degree in public health, health systems, or maternal, newborn, child and adolescent health (MNCAH)

#### Desirable:

- Specialized post-graduate qualification in HSS

### Experience

#### Essential:

- Substantial experience at international level in the area of public health with a focus on HSS, with demonstrated track record in HIV/TB/Malaria. Experience can include policy-making, Program design and implementation, research, or corporate leadership and/or advisory
- Experience of working in or with the global health community, particularly technical agencies, at a senior level, with focus on HSS
- Direct exposure to health environments both at international and national levels
- Demonstrated track record of autonomously driving alignment, performance and positive change in an operationally and politically complex organizational set-up, including management of many stakeholders with competing objectives
- Experience in successfully leading, focusing and developing a large and diverse team, growing talent and improving value and performance
- Over 6 years of people management experience, with excellent track record in managing large teams

#### Desirable:

- Over fifteen years of experience at international level in the area of public health; at least five years of that experience should be focused on HSS, with significant work in HIV/TB/Malaria; experience can include policy-making, program design and implementation, research, or corporate leadership and/or advisory
- Demonstrated knowledge of the Global Fund and its partnership model, governance, policies and processes
- A well-recognized publications record demonstrating the ability to articulate clear appraisal of evidence base
- Experience leading policy negotiation discussions on both political and highly technical topics – ideally at an international level
- Experience in organizational transformation for improved performance

#### Languages:

An excellent knowledge of English and a good working knowledge of French highly desirable. Knowledge of other languages would be an asset.



## Competencies

### Organizational Competencies:

- Global Fund awareness and mind-set
- Service orientation
- Drive for results
- Collaboration
- Interaction
- Adaptability

### Functional Competencies:

- Strengthening Systems For Health
- Business
- Multicultural Understanding
- Project Management
- Negotiations

## Location

The role will be based at the Global Fund's Secretariat in Geneva.

## Role Details

- **Grade level** - F
- **Contract type** - Open
- **Reporting to** - Head of Technical Advice & Partnerships
- **Division** - Strategy, Investment and Impact
- **Department** – Technical Advice & Partnerships

## Application Instructions

To apply, please send a full CV together with a supporting statement, briefly highlighting your experience and skills against the requirements of the role, to [responses@russellreynolds.com](mailto:responses@russellreynolds.com). Please quote the role title and assignment code **2105-052L** in the subject heading of the email. All applications will be acknowledged. **The deadline for applications is Monday 20<sup>th</sup> September.**

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.

2106-055L