# Position Specification

**The Global Fund**
Head of Sourcing, Supply Operations

Private and Confidential

Russell Reynolds ASSOCIATES

## 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 an inaugural Head of Sourcing, Supply Operations. This newly created role presents an exciting opportunity to lead a fully integrated function responsible for all procurement activities across all spending categories, including health and non-health products and services. The Global Fund is one of the biggest health product procurement entities in the public sector, investing nearly US$3 billion in health products and equipment procurement, positioning this as a rare strategic leadership role.

The role will require a seasoned yet innovative individual, able to both capture new opportunities and anticipate the changing market dynamics of a geopolitically unstable world, and implement strategy with precision to accelerate value and impact at scale. She/he will be a strong relationship builder and negotiator, and an empowering people leader able to foster a culture of collaboration and continuous improvement.

## Global Fund

**Background**

Created in 2002, The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund, "GF") is a worldwide partnership dedicated to ending the three epidemics and building stronger, more equitable health systems. Each year, The Global Fund raises and invests approximately US$5 billion to combat infectious diseases, challenge the inequities that fuel them, and strengthen health and community systems in more than 100 countries.

The partnership unites governments, civil society, communities affected by the diseases, health workers, technical and multilateral agencies, and the private sector to identify and scale what works so that the world achieves faster, more sustainable progress.

Since its inception, the Global Fund partnership has saved 70 million lives and contributed to steep declines in deaths and new infections. In 2024, programmes supported by the Global Fund provided antiretroviral therapy to 25.6 million people living with HIV, treated 7.35 million people for tuberculosis, and distributed 162 million insecticide-treated mosquito nets to prevent malaria. During the same period, nearly US$2.7 billion was invested in strengthening health and community systems - a cornerstone of the organisation's approach to achieving universal health coverage and pandemic preparedness.

Led by Executive Director Peter Sands, the Global Fund continues to implement its Strategy 2023-2028: Fighting Pandemics and Building a Healthier and More Equitable World. This Strategy places people, communities and human rights at the center of the Fund's mission to end AIDS, TB and malaria, while building resilience to new health threats. It reaffirms the Global Fund's unique role as a high-impact, performance-based partnership combining country ownership, innovation and accountability to deliver results and strengthen global health security.

**The Eighth Replenishment (2025)**

The Global Fund's Eighth Replenishment Summit took place on Friday, 21 November 2025, in Johannesburg, South Africa, co-hosted by the Governments of South Africa and the United Kingdom on the margins of the G20 Leaders' Summit.

At the Summit, partners pledged a total of US$11.34 billion for the 2027-2029 implementation cycle. Although the pledges fell short of the aspirational investment target of approximately US$18 billion, they reflected robust ongoing

support amid global fiscal constraints. The outcome underscores both the enduring confidence in the Global Fund's mission and the need for continued innovation in financing, efficiency and domestic resource mobilisation.

This new funding commitment follows the record-breaking Seventh Replenishment in 2022, which mobilised US$15.7 billion - the largest amount ever raised by the partnership - enabling the Board to approve unprecedented investments in the fight against the diseases and in health systems strengthening (HSS) across 2023-2025. The Eighth Replenishment resources will support the next grant cycle under the Strategy 2023-2028, focusing on impact, equity and resilience through 2029.

**Global Fund's Strategy 2023 - 2028: Fighting Pandemics and Building a Healthier and More Equitable World**
Global Fund's Strategy 2023-2028 sets the direction for the current phase of the partnership's evolution. With the Fund recently reaching the midpoint of implementation in November 2025, the Strategy continues to guide efforts to accelerate progress toward ending AIDS, tuberculosis and malaria, while embedding equity, resilience and sustainability within national and community systems for health. It also ensures alignment with Sustainable Development Goal 3, Good Health and Well-Being for All.

The Strategy's primary goal - to end AIDS, tuberculosis and malaria - is underpinned by four mutually reinforcing objectives that draw on the Global Fund's distinctive model of shared investment, accountability and community leadership:

1. Maximising People-centered Integrated Systems for Health to Deliver Impact, Resilience and Sustainability. Resilient and sustainable systems for health (RSSH) remain at the heart of the Global Fund's model. Investments in workforce capacity, supply chains, laboratories, data systems and community health networks are essential to deliver results against the three diseases and strengthen pandemic preparedness and response (PPR) capabilities.

2. Maximising the Engagement and Leadership of Most Affected Communities to Leave No One Behind. Community leadership continues to define the Global Fund's approach. The active participation of people living with and affected by the three diseases ensures that programmes are evidence-based, rights-based, gender-responsive and grounded in local realities.

3. Maximising 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 Global Fund supports. Human rights and gender-related barriers, including stigma, discrimination and criminalisation, increase vulnerability to HTM acquisition and limit access to services. Global Fund embeds human rights and gender equality across all its investments to reach key and vulnerable populations, dismantle barriers to access, and ensure that progress is inclusive and sustainable.

4. Mobilising Increased Resources. With the Eighth Replenishment completed, Global Fund will focus on effective deployment of resources, expanded domestic financing, and new financing partnerships to sustain progress and deliver measurable impact toward the 2030 targets.

An additional cross-cutting objective on PPR leverages the Global Fund's existing infrastructure to help countries prevent, detect and respond to emerging health threats, while addressing interconnected challenges such as antimicrobial resistance and climate-related health risks. Through this integrated approach, the Global Fund seeks to protect hard-won gains, strengthen global health security, and ensure continued progress toward a world free of AIDS, tuberculosis and malaria.

**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 Function**
Every year, more than half of the Global Fund's investments is used to procure key health products, ensuring they are available to those who need them most. As one of the biggest health product procurement entities in the public sector, investing nearly US$3 billion in health products and equipment procurement, the Global Fund is uniquely placed to drive equitable access to quality-assured health products, services and innovations through its Supply Operations department.

Supply Operations, collaborating across the Global Fund Secretariat, is responsible for the Global Fund's market shaping activities and the overall management of procurement activities, health product sourcing, quality assurance and supply chains.

The Sourcing team is a strategically integrated function responsible for all procurement activities across all spending categories, including health and non-health products and services, with a combined annual spend exceeding US$2 billion. It encompasses the sourcing of health products such as pharmaceuticals, diagnostics and health technologies, and vector control, as well as the sourcing of non-health products and services, including third-party managed services such as procurement service agents (PSAs), IT services, HR and professional services and other Secretariat operational and managed procurement spending.

The Sourcing team plays a crucial role in delivering on Global Fund's mission and core programs and its strategic priority to drive equitable access to quality-assured, affordable products and services. This will be achieved through strategic category management, supplier engagement, and value-/performance-based contracting. The Sourcing team is ultimately responsible for ensuring continuous supply of lifesaving and business critical products and service deliveries, value for money and stewardship across all procurement spending. Critically important, the Sourcing team executes relevant activities to accelerate the progress on NextGen Market Shaping interventions such as new product introduction, supply base diversification, advancing in Pooled Procurement Mechanism (PPM), and leveraging the spectrum of market shaping tools to maximize outcomes and impact on the three diseases.

**The Role**
Under the supervision of the Head of Supply Operations, the Head of Sourcing provides strategic and transformational leadership for all sourcing activities across all procurement spend of the Global Fund, including but not limited to the health products, non-health products, and services categories. They ensure category strategy and implementation roadmaps are developed for key procurement spending, ensuring competitive, healthy and sustainable markets core to the Global Fund's mission to end HIV/AIDS, Tuberculosis, and Malaria.

This Head of Sourcing is accountable for shaping and executing consistent sourcing strategies that ensure supply security, deliver value-for money, and position the organization as a global leader in procurement excellence and pooled procurement mechanisms within the public health sector. This role is central to the Global Fund's ability to secure optimal pricing, negotiate high-impact contracts, and influence supplier behavior and market dynamics. It requires deep expertise in strategic sourcing, category strategy, supplier management, and market shaping.

The Head of Sourcing is pivotal for strategic sourcing thought leadership, strategic foresight, anticipating market dynamics and geopolitical developments and influencing Global Fund's market shaping approach. Through strong internal and external engagement, the role ensures that sourcing activities deliver accelerated value and impact at scale.

**Key Responsibilities**

The Head of Sourcing will collaborate and work effectively across Supply Operations, the Secretariat and beyond, and manage relevant internal and external stakeholders.

Key areas of responsibilities include:

1. Thought Leadership in Strategic Sourcing
    a) Advises Head of Supply Operations and provides visionary thought leadership in strategic sourcing across all categories, embedding strategic ambitions and operational excellence, and championing the procurement policy.
    b) Anticipates market dynamics including geopolitics, global and regional macroeconomic development, and leverages market intelligence to anticipate risks and inform sourcing decisions.
    c) Contributes their thought leadership for market shaping and influences NextGen Market Shaping approach and strategy.

2. Category and Supply Strategies
    a) Guides and ensures innovative and robust category strategies and supply base management to optimize pricing, expand access, and shape supplier behavior.
    b) Oversees strategic category management and procurement tender processes across all categories, ensuring quality, consistency, cost-efficiency, and continuity.
    c) (Co-)Leads relevant market shaping initiatives — including supplier development, sustainable procurement, and new product introduction —aligned with the NextGen framework and in close collaboration with the Market Shaping and Innovation team.

3. Oversight of strategy implementation:
    a) Oversees implementation of category strategies and ensures all activities are compliant with Global Fund policies.
    b) Anticipates risks, issues and barriers, provides guidance and solves challenges as they arise.
    c) Be resourceful in removing barriers, manage difficult relationships and ensure timely escalation on key issues.
    d) Ensures timely and quality execution of category strategies, holding the team accountable and ensuring sourcing activities are in line with Global Fund Strategy and the NextGen Market Shaping approach.
    e) Monitor and report on the progress and relevant KPIs and update to the Board and Board Committees.

4. Stewardship and stakeholder management
    a) Builds and manages long-term partnerships with key stakeholders including partners and suppliers and holds stakeholders accountable.
    b) Oversees complex negotiations to secure favorable terms, drive performance, and maximize strategic value, impact and outcomes.
    c) In consultation with Head of Supply Operations, defines adequate governance process for effective and efficient decision-making processes.
5. People management and leadership
    a) Manages workforce planning, recruitment, learning and development, performance management and career development of team under responsibility, including providing effective onboarding, coaching and mentoring, and setting individual and team objectives in line with the department objectives.

b) Leads and empowers Sourcing team, fostering a culture of excellence, high performance, collaboration, and continuous improvement.
c) Oversees the development of annual workplans ensuring coordination with other Supply Operations and Secretariat teams.
d) Acts as a role model for the values and behaviors of the Organization.

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

## Person Specification

**Qualifications**
Essential:
Advanced degree in business administration, supply chain management, public health or a related field; with advanced technical competency in procurement, strategic sourcing, or global supply chain disciplines.

Desirable:
Additional qualifications in negotiation, leadership, or international development.

**Experience**
Essential:

- Minimum 15 years of senior leadership experience in large scale global sourcing and procurement, including leadership roles across health and non-health categories, and services.
- Proven track record in transformative strategic sourcing, category management, supplier negotiations, and market shaping.
- Proven track record in managing complex and multi-stakeholder environments, and ability to effectively navigate evolving context and manage uncertainties.
- Demonstrated experience managing large procurement portfolios (i.e. USD 2B+), leading transformation initiatives, driving innovation and delivering accelerated value-for-money outcomes.
- Deep understanding of stewardship and good procurement practices, mastery in procurement and sourcing category management.
- Experience in managing cross-functional teams and influencing at executive and governance levels.

Desirable:

- Experience in both public and private health sector procurement and supply chain management, including LMIC contexts.
- Familiar with public procurement principles, donor-funded procurement frameworks, and global health product markets.
- Familiarity with international organization operating models, governance, and strategic frameworks.

**Competencies Languages:**
An excellent knowledge of English and preferably a good working knowledge of French. Knowledge of other languages would be an asset.

Functional Competencies:
Business (Level 3)
Communications (Level 3)
Finance (Level 2)
Geopolitical Awareness (Level 3)
Negotiations (Level 3)
Operational Policy (Level 2)

Procurement & Supply Chain (Level 3)
Project Management (Level 2)

**Key Internal Relationships:**

- Management Executive Committee (MEC)
- Strategy and Policy Hub (SPH)
- Technical Advice and Partnerships (TAP)
- GMD
- Risk, External Relations and Communications Division (ERCD)
- Legal, Finance, IT
- Supply Operations leadership and teams

**Key External Relationships:**

- Suppliers and Procurement Service Agents (PSAs) for strategic sourcing, contract execution, and performance management Professional service providers (e.g. Technical Assistance Providers, consultancies, assurance partners, IT companies) for non-health product and service sourcing
- Multilateral and bilateral partners (e.g., WHO, UN agencies, donor governments) for coordination, market shaping, and joint procurement initiatives
- Other large buyers and global health actors to align sourcing strategies, share market intelligence, and influence supplier behavior, e.g. UNICEF, UNDP, Gavi, WFP.

## Location

The Head of Sourcing will be based at the Global Fund's Secretariat in Geneva. The working language of the Global Fund is English, with many other languages spoken.

## How to Express Interest

The closing date for applications is **23:59 on 5 April 2026.** **Please click here to apply**. You will be asked to register your details, answer any application questions and upload your full CV and Statement of Suitability. All expressions of interest will be acknowledged.

## Contact

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