

# **Board Leadership Nomination Committee Update**

## **(BLNC Progress Report 3)**

GF/B54/ER06  
14 April 2026

### **Board Information**

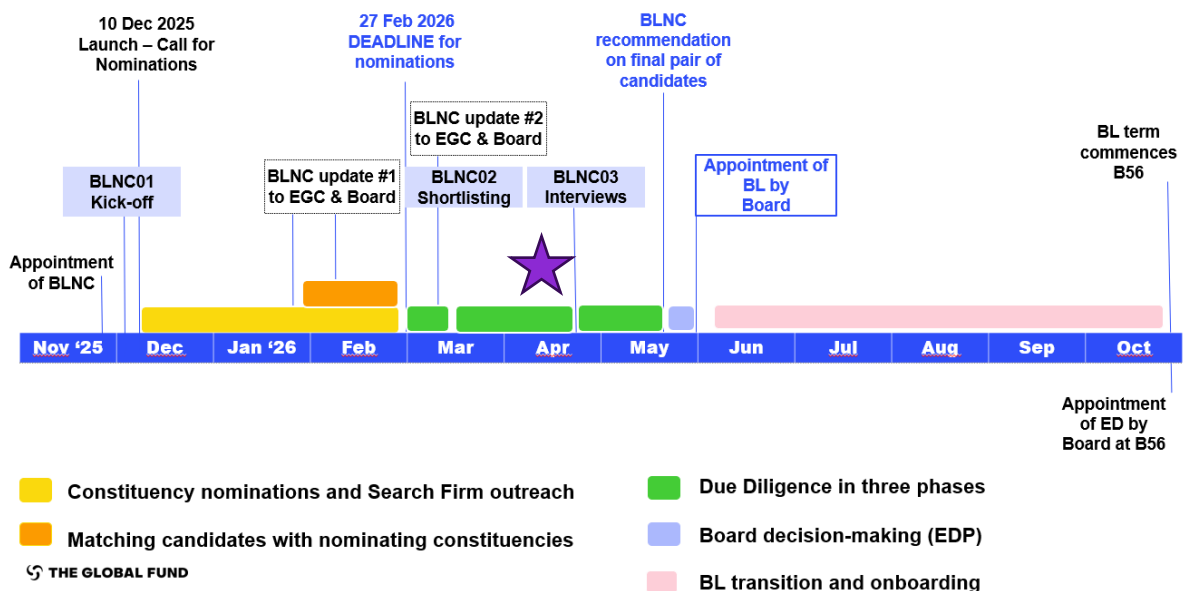
Purpose of the paper: This third progress report to the Ethics and Governance Committee and the Board provides an update on the work undertaken by the Board Leadership Nomination Committee (“BLNC”). The report covers the period from 13 March to 14 April 2026.

# Report

## What is the current status?

1. This paper is the **third progress report of the Board Leadership Nomination Committee ("BLNC")** and provides a status update on the work undertaken since the last report on 13 March. In summary, the selection process is progressing as per the agreed timeline, and has reached important milestones, including a shortlist of 8 highly skilled candidates for the Chair and Vice-Chair roles.
2. A visual reminder of the process can be found below.

### Board Leadership Selection Process



3. Under the continuing oversight of the EGC, **the following progress has been achieved**, during the period indicated above:
  - a. The **second BLNC meeting** was held in-person on 16-17 March 2026 in London. The meeting was chaired by Mathume Phaahla, Chair BLNC, and Ruth Lawson, Vice-Chair BLNC. All seven BLNC members attended the meeting in person. To ensure transparency and frank deliberations, BLNC members were invited by the Ethics Office to disclose any real or perceived conflicts of interest.
  - b. During its meeting, the BLNC reconfirmed its **workplan**, received **all nominations** as well as a **candidate summary report** from the search firm, and a **report from the Ethics Officer and search firm on the due diligence** conducted to date.

- c. The **BLNC review of candidate nominations** included a thorough **competency-based assessment**, considering candidates' skills, competencies and experience against requirements, as defined in the Terms of Reference of the Board Chair and Vice-Chair and GF Operating Procedures; **complementarity** between the Chair and Vice-Chair and their combined skillsets; **candidates' track record** with respect to Global Fund key strategic issues; as well as the **outcomes of the Board consultation on optimal profiles for the role of Board Chair and Vice-Chair** in late 2025<sup>1</sup>.
- d. **The objective of the second BLNC meeting to shortlist candidates for the Chair and Vice-Chair roles to move forward to interview stage was achieved.** Detailed candidate reviews and shortlisting took place in two Sub-Committees, as provided by the TORs of the BLNC. The Donor Sub-Committee shortlisted candidates for the role of Chair, and the Implementer Sub-Committee for Vice-Chair, while ensuring effective exchange within the full committee in line with the principle of complementarity between Chair and Vice-Chair roles. Each Sub-Committee reported back to the full BLNC, outlining a summary of their assessment and considerations.
- e. The breadth of the candidate pool, which included more candidates than previous cycles, provided **multiple highly skilled candidates for each role** and meant that both Sub-Committees had to face the difficult choice of who to advance to the next round. The resulting shortlists decided within each Sub-Committee provide diversity of gender, geographical and professional background, and varied relevant experience. Shortlisted candidates were not ranked, in support of approaching interviews with an open mind and to ensure ultimately the best candidate pair will be identified.
- f. During the meeting, the BLNC also had the opportunity to prepare for the next stage of BLNC work, including **validating** and **aligning** on the **interview approach**, thereby ensuring the evaluation of candidates would be in accordance with Board-approved Terms of Reference.

## **What are the next steps?**

1. The next steps of the selection process can be summarized as follows:
  - a. The **second due diligence phase for shortlisted candidates**, led by the Ethics Office with support from RRA, is in progress. This includes review of candidates' Disclosure of Personal and Professional Interests, and detailed public profile reviews and enquiries, including references. In case of any novel or any complex ethics-related matters arising during the due diligence reviews, the Ethics Officer will seek

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<sup>1</sup> See BLNC Progress Report 1 for further details. GF/B54/11A.

the advice of the BLNC Leadership and refer matters as needed to EGC Leadership (and potentially to full EGC) prior to proceeding.

- b. In line with the agreed BLNC work plan, a **preparatory BLNC call ahead of candidate interviews** may be held in April, if necessary.
- c. With the help of the independent search firm, shortlisted candidates will be offered the **optional and informal opportunity to briefly engage with the Executive Director** in a 15-20 minute call, in line with the previous selection process. The Executive Director will provide feedback on any calls conducted. He will not be taking a role in the selection or in the final recommendation to the Board by the BLNC, and has signed a confidentiality undertaking to not disclose candidate identities and other confidential information.
- d. The **full BLNC will interview all shortlisted candidates at their third meeting on 19-21 April**. Following conclusion of all interviews, the BLNC will deliberate to reach its recommendation to the Board on a final pair of candidates.
- e. Prior to **recommending a final pair of candidates to the Board for appointment** in late May, the **third due diligence phase** on the final pair of selected candidates will be conducted, involving a review of a Disclosure of Financial Interests to the Global Fund Ethics Officer.
- f. An update on the BLNC process will be provided to the EGC during its May 2026 Committee meeting with a particular lens on how the process to date has informed the support to the Executive Director Nomination Committee process.

2. The table below provides a high-level overview of **upcoming key milestones** as agreed by the BLNC. The **next and final progress report to the EGC and Board** will be issued in May alongside the launch of the Electronic Decision Point (EDP) to the Board.

Timeline	Activity
March-April 2026	<b>Due Diligence Phase 2</b> - shortlisted candidates
March-April 2026	<b>Candidate opportunity for informal engagement with ED</b>
19-21 April 2026	<b>Third BLNC meeting (Interviews)</b> <ul style="list-style-type: none"> <li>• Interviews for shortlisted candidates</li> <li>• Identification of final candidate pair for recommendation to the Board</li> </ul>
April-May 2026	<b>Due Diligence Phase 3 - finalist candidates</b>
May 2026	<b>EGC meeting – Update on BLNC process</b>
End May 2026	<b>Final BLNC Report and Recommendation to Board on final pair of candidates for appointment</b> Board Decision – Appointment (EDP)
June-October 2026	<b>Onboarding</b> Incoming Board Chair and Vice-Chair assume office upon conclusion of appointment of Executive Director at 56 <sup>th</sup> Board meeting.

## **Reminder on communication and confidentiality**

1. The Board Leadership Selection Process is a **fully confidential process**. Information regarding the **names of the full pool of candidates and the BLNC's deliberations will remain strictly confidential** and will not be disclosed by the BLNC. Constituencies are required to maintain the confidentiality of their own nominations and not discuss candidates beyond the constituency members responsible for the nomination. Candidate nominations must not be discussed between constituencies, or with members of the BLNC. The BLNC serves in personal capacity free from influence (see Annex 1 for Talking Points related to BLNC process).
2. Any **media enquiries** received should be forwarded to Christy Feig, Head Communications Department, at the Global Fund ([Christy.Feig@theglobalfund.org](mailto:Christy.Feig@theglobalfund.org)). Board Members are kindly reminded not to field media enquiries directly. Any public comment on the process, where appropriate, will be managed by the Board Chair together with the Director of External Relations and Communications.
3. Constituencies are invited to contact [BLSelection@theglobalfund.org](mailto:BLSelection@theglobalfund.org), and/or BLNC Leadership, should they have any **questions** relating to the process at any point in time.

*Document Classification: Internal.*

*Document Circulation: Board Members, Alternate Board Members, Constituency Focal Points and Committee Members.*

*This document may be shared by the Focal Points within their respective Board constituency. The document must not however be subject to any further circulation or otherwise be made public.*

# Annexes

## Annex 1 – FAQ/Talking Points related to the BLNC Process

The following FAQ is provided to support clarifications within constituencies.

- **For the incoming Board leadership, what will the Board be requested to consider and approve?** For the appointment of the incoming Chair and Vice-Chair, the Board has entrusted the Board Leadership Nomination Committee with the delegated responsibility to **recommend one final pair of candidates to the Board for appointment.**
- **When will the Board be requested to approve the final pair of candidates?** The incoming Board leadership will be appointed by the Board via an electronic decision in late May 2026.
- **When will incoming Board leadership take up office?** The incoming Board Chair and Vice-Chair will take up office at the 56th Board Meeting in October 2026 following conclusion of the appointment of the next Executive Director.
- **How does the BLNC reach its recommendation?** The BLNC will receive and review nominations, shortlist for each role in donor and implementer subcommittees, and interview candidates, assessing candidates against the requirements of the Board-approved Terms of Reference of the Board Chair and Vice-Chair and principles of complementarity between the pair. Outcomes of three phases of due diligence will be considered with care. Board inputs on optimal profiles and pairing considerations for the next Board Leadership provide strategic context.
- **Will the full pool of candidates be made public?** The Board Leadership Selection Process is a **confidential process**. Information regarding the **names of the full pool of candidates and the BLNC’s deliberations will remain strictly confidential** and will not be disclosed by the BLNC.
- **Can constituencies share the names of the candidates they nominated?** Constituencies are required to **maintain the confidentiality of their own nominations and not discuss candidates beyond the constituency members responsible for the nomination**. Candidate nominations **must not be discussed between constituencies, or with members of the BLNC.**
- **How should I respond to any media enquiries about the selection process?** Board members **should not field media enquiries directly** and instead **should forward any enquiries to Christy Feig**, Head Communications Department, at the Global Fund ([Christy.Feig@theglobalfund.org](mailto:Christy.Feig@theglobalfund.org)).

## Relevant Past Board Decisions

Relevant past Decision Point	Summary and Impact
<b>GF/B53/EDP18: Appointment of the Board Leadership Nomination Committee Membership<sup>2</sup></b>	The Board appointed the members of the BLNC as recommended by the EGC.
<b>GF/B47/DP07: Board Leadership Term (May 2022)<sup>3</sup></b>	The Board approved amendments to the Terms of Reference of the Chair and Vice-Chair, Bylaws and Operating Procedures, increasing their term length from 2 to 3 years.
<b>GF/B39/EDP18: Revised Terms of Reference for the Chair and Vice-Chair of the Board (November 2018)<sup>4</sup></b>	Board approval of revised Terms of Reference of the Chair and Vice-Chair of the Board, superseding all prior versions of terms of reference of the Board Chair and Vice-Chair
<b>GF/B39/EDP08: Terms of Reference of the Board Leadership Nomination Committee and Corresponding Amendments to the Core Governance Documents (August 2018)<sup>5</sup></b>	Board adoption of the ToRs of the Board Leadership Nomination Committee, and the amendments to the Operating Procedures of the Board and Committees of the Global Fund and the Charter of the Ethics and Governance Committee
<b>GF/B39/DP12: Strengthening the Board Leadership Selection Process (May 2018)<sup>6</sup></b>	Board adoption in principle of the revised process for selecting the Chair and Vice-Chair of the Board, as recommended by the EGC.

<sup>2</sup> <https://www.theglobalfund.org/kb/board-decisions/b47/b53-edp18/>

<sup>3</sup> <https://www.theglobalfund.org/kb/board-decisions/b47/b47-dp07/>

<sup>4</sup> <https://www.theglobalfund.org/kb/board-decisions/b39/b39-edp18/>

<sup>5</sup> <https://www.theglobalfund.org/kb/board-decisions/b39/b39-edp08/>

<sup>6</sup> <https://www.theglobalfund.org/kb/board-decisions/b39/b39-dp12/>