

Executive Director Selection Process Update: EDNC Progress Report 3

55th Board Meeting

GF/B55/08

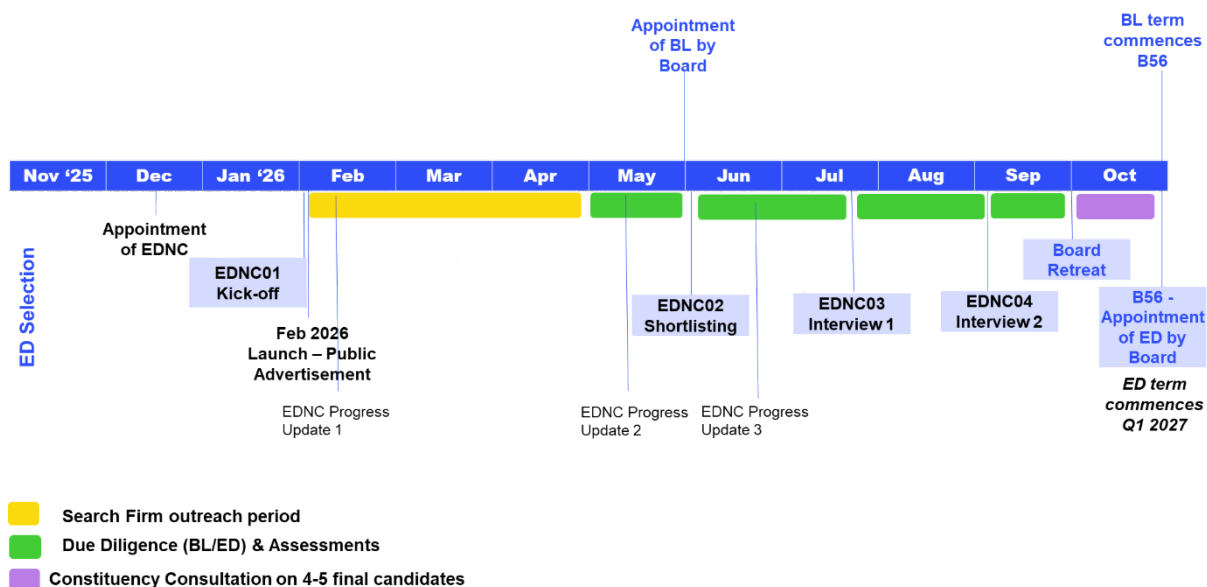
9 – 10 July 2026, Geneva, Switzerland

For Board Information

Purpose: This third progress report to the Ethics and Governance Committee and the Board provides an update on the work undertaken by the Executive Director Nomination Committee (“EDNC”) in the time since the second EDNC Progress Report was issued in May 2026. The report covers the period up until 18 June 2026.

What is the topic of this update?

1. This paper provides the **third progress update from the Executive Director Nomination Committee (EDNC)** on the Executive Director selection process. It outlines progress to date, focusing on developments since May 2026, when the second update was presented to the EGC and Board. Further periodic updates will be provided to the EGC and Board until the EDNC's work concludes.
2. Acting on behalf of the Board, the EDNC will review, shortlist and interview candidates. Its primary role is to **put forward a shortlist of 4-5 candidates for the role of Executive Director to the Board for decision**. The current Board Leadership will steward the final stages of the process before transitioning to the incoming Board Leadership at the 56th Board meeting following the session in which the next Executive Director is appointed.
3. **Overview of progress to date.** The Executive Director selection process was formally launched on 4 February 2026. Ahead of the launch, progress included the formal constitution of the EDNC, and a consultation process for constituencies facilitated by the search firm on optimal profiles for candidates for the role of Executive Director, followed by an associated virtual Board discussion. Following the formation of the EDNC, the EDNC convened virtually for an informal discussion in mid-December 2025, and for its first formal meeting on 2 February 2026. The EDNC endorsed its work plan and reviewed preparations for the launch of the selection process on 4 February 2026. Following a candidate outreach phase, and a period in which the search firm and Ethics Office conducted Phase 1 integrity due diligence, the EDNC has conducted its first shortlisting meeting. Two progress reports have been submitted to the Board to date, in February and April respectively.
4. A visual reminder of the process is below:



Part 1: Progress Report of the EDNC (as of 18 June 2026):

5. The **selection process is on track** in line with the EDNC work plan.
6. **EDNC Update at EGC30.** Since the last progress report to the Board, the EDNC Chair provided an update to the EGC and engaged with members directly for the first time at its 30th meeting in May 2026, noting that the EGC's previous meeting had taken place prior to the EDNC's first formal meeting on 2 February 2026.
7. **EDNC Membership.** Following the Board Leadership Nomination Committee's recommendation, the previous EDNC Vice-Chair was appointed as Board Vice-Chair, creating an exceptional vacancy that required them to step down from the EDNC. This necessitated limited adjustments to EDNC membership, with Muhammad Pate appointed as the new EDNC Vice-Chair and Cecilia Afua Lodonu-Senoo added as a member. The transition was carried out in line with the process set out in the [Board-approved EDNC Terms of Reference](#)¹, with the EGC - under its delegated authority and in consultation with Board Leadership - nominating and approving replacements during a virtual meeting on 20 May 2026, after which the Board, EDNC Leadership and EDNC members were informed. This timely and coordinated approach enabled continuity of the EDNC's work and the EDNC met in person on 3 June 2026 with a full slate of members.
8. **EDNC Shortlisting meeting.** Most notably, since the last progress report, the EDNC convened for its first in-person meeting on 3 June 2026. The meeting followed the Board's appointment of the next Board Leadership pair. The sequencing of EDNC shortlisting and interview phases after the appointment of the next Board Leadership supports EDNC visibility across the leadership roles as they conduct their merit-based assessment of candidates.
9. The EDNC reviewed the current candidate pool against the competencies set out in [Board-approved Executive Director Terms of Reference](#) and considered the additional context articulated in the Board consultations on optimal candidate profiles. They reviewed the outcome of Phase 1 integrity due diligence (IDD) conducted by the Ethics Officer and the search firm and considered its implications for the selection process. Following this, a structured shortlisting exercise was conducted, resulting in an agreed list of candidates to progress to Round 1 interviews.
10. **Adaptation to the EDNC workplan.**
 - a. Following the shortlisting exercise, EDNC members noted comfort with the quality of the shortlist, while expressing a desire to further enhance regional balance/diversity. The EDNC agreed to adapt its work plan to enable a limited phase of additional targeted outreach by the search firm. The adaptation is aligned with the EDNC's role to present a shortlist to the Board that reflects due consideration of diversity across gender and regional background, alongside leadership and management capabilities, technical expertise in HIV, TB and malaria, and relevant implementation experience². This additive step aims to broaden the pool while preserving the integrity, fairness and timeliness of the process. Specifically, any newly

¹ [EDNC Terms of reference](#), paragraph 10

² [EDNC Terms of reference](#), paragraph 14. e.i.

identified candidate will undergo the same due diligence steps and be assessed against the same Board-approved competency requirements as existing candidates. No new candidates will be introduced once Round 1 interviews begin. Governance roles and oversight have been upheld through: (1) EDNC acting within its mandate to direct the search firm and undertake its work according to a strategic work plan that is agreed between its members; (2) EDNC leadership informing Board and EGC leadership and communicating the change to the EGC, which oversees the EDNC's work and the overall selection process on behalf of Board Leadership; and (3) the Board being informed via this progress report.

Part 2: What are our next steps?

11. **Key upcoming milestones.** The table below provides a high-level overview of next steps based on the adapted work plan endorsed by the EDNC.

Date	Milestone
From 4 June 2026	Due Diligence Phase 2
18 June 2026	EDNC Progress Report 3
To 19 June 2026	Additional Candidate Outreach
On a rolling basis	Due Diligence Phase 1 on additional candidates
Week of 22 June	Virtual shortlisting meeting for EDNC discussion on additional candidates
June-July	Due Diligence Phase 2 on all candidates who are shortlisted
July 2026	3rd EDNC Meeting – Round 1 Interviews (EDNC03):
July 2026	Initiation of Psychometric Testing
September 2026	4th EDNC Meeting – Round 2 Interviews (EDNC04)
September 2026	Due Diligence Phase 3
Late-September 2026	Final EDNC Report to the Board Shortlist of 4-5 highest qualified candidates
1-2 October 2026	Board Retreat - Board Leadership takes stewardship of final stages of process which take place at Board level - Board meets with each of the 4-5 candidates
3-27 October 2026	Constituency Engagement Period of structured engagement between 4-5 candidates and constituencies
28-30 October 2026	56th Board Meeting – Appointment Board decision to appoint the next Executive Director
Q1 2027	Incoming ED takes up office

12. **Integrity Due Diligence (Phase 2 & 3) and psychometric testing overview.**

- b. The Ethics Office and the search firm will continue to run parallel and complementary due diligence processes.
 1. In Phase 2, the Ethics Office will engage IDD vendors to conduct in-depth integrity reviews. In parallel, the search firm will conduct reference checks and trusted source enquiries
 2. Between Round 1 and Round 2 interviews, the search firm will conduct psychometric testing (focused on leadership competencies, growth capacity, and self-awareness).
 3. In Phase 3, the Ethics Office will also carry out financial disclosure due diligence, including the review of candidates' declared assets, financial interests, and activities to identify and assess any actual, potential, or perceived conflicts of interest.
 - c. The Ethics Office and the search firm will coordinate closely by sharing relevant integrity findings to support the EDNC's deliberations. IDD providers will ensure that their assessments are conducted rigorously, based on credible and verifiable sources, and in line with applicable legal and ethical standards. All IDD-related information, as well as any sensitive candidate data obtained through due diligence, will remain strictly confidential to protect both the integrity of the process and the candidates involved.
13. **Interviews.** The EDNC will conduct two rounds of interviews, and anticipates inviting a smaller number of candidates to proceed to a second interview. These interviews will ensure robust scrutiny of candidates' experience and competencies, future vision, and will enable the EDNC to assess how candidates fulfil requirements of the role of Executive Director.
14. **Final EDNC Shortlist.** Following the second round of interviews in September 2026, the EDNC will put forward a shortlist of 4-5 most suited candidates to the Board. **At this point, the process passes to the Board under the stewardship of the Board Leadership, with three key steps:**
- d. **Board Retreat.** Board Members and Alternates will have the opportunity to meet each of the 4-5 candidates at the Board Retreat on 1-2 October.
 - e. Following this retreat, a **constituency engagement phase** will enable a forum for the final shortlisted candidates to engage, in a structured manner, with the Board constituencies, thus also granting the Board a greater opportunity to become more familiar with each of the final candidates.
 - f. **Appointment at the 56th Board Meeting.** The Board decision on the appointment of the next Executive Director is planned for the 56th meeting (28-30 October 2026). (For clarity and as a reminder, following this decision, the next Board Leadership pair will formally take up office and chair the remainder of the Board meeting.)
15. Further details and guidance linked to the **Board-level stage of the process** will be shared in a subsequent Progress Update.

Confidentiality and Media Inquiries:

16. The Executive Director selection process has entered a highly sensitive stage now that there are candidates under consideration. Given the seniority of candidates and the high-profile nature of the process, the EDNC places paramount importance on maintaining **strict confidentiality to protect candidate privacy, sustain stakeholder trust, and safeguard the organization's**

reputation. The committee is committed to enabling open, trust-based deliberations while mitigating any risk of disclosure. Although regular progress updates will be provided to the EGC and the Board, all candidate-related information and internal EDNC discussions will remain strictly confidential and will not be shared.

17. **The Board** has also been reminded of its responsibility to maintain strict confidentiality throughout the Executive Director selection process, both to protect candidates and to uphold the fairness, integrity, and transparency of the process, and is expected to actively reinforce and adhere to these principles.
18. **Candidates** are likewise expected to maintain strict confidentiality regarding their candidacy and their discussions with the search firm or EDNC. Candidates are also expected to avoid interacting with individual members of the Board and their constituencies, and Global Fund staff, regarding their nomination and candidacy.
19. The selection process is **non-political, confidential, competitive and merit-based**, and EDNC cannot receive instructions or submit to lobbying or influence.
20. All Governance Officials are asked to **not respond to media enquiries or make public comment about any aspect of the process, and instead to forward any media enquiries** to Christy Feig, Head Communications Department, at the Global Fund (Christy.Feig@theglobalfund.org).
21. Constituencies are invited to contact the Legal and Governance Department, and/or EDNC Leadership (ED.Selection@theglobalfund.org) should they have any **questions** relating to the process at any point in time.

Annex

The following items can be found in Annex:

- Annex 1: Relevant Past Board Decisions

Annex 1 – Relevant Past Board Decisions

Relevant past Decision Point	Summary and Impact
GF/B53/EDP19: Appointment of the Executive Director Nomination Committee	The Board appointed the members of the EDNC as recommended by the Board Leadership following review of candidates by the EGC.
GF/B53/EDP08: Approval of the Terms of Reference for the Executive Director Nomination Committee	The Board approved the ToRs as recommended by the Board Leadership following input from the EGC.
B37/EDP04: Selection of the Global Fund Executive Director: Contingency Voting Procedures	The Board approves the contingency voting procedures in the events of ties/deadlock during the selection of the Executive Director
GF/B36/DP07: Executive Director Selection Process	The Board approves the revised terms of reference of the Executive Director, which shall supersede the terms of reference approved by the Board under decision point GF/B26/EDP08 and set forth in Annex 1 to GF/B26/ER05, and the voting procedure for the selection of the Executive Director, which shall supersede any prior versions of voting procedures.