

Board Leadership Nomination Committee Update (BLNC Progress Report 2)

GF/B54/ER01
13 March 2026

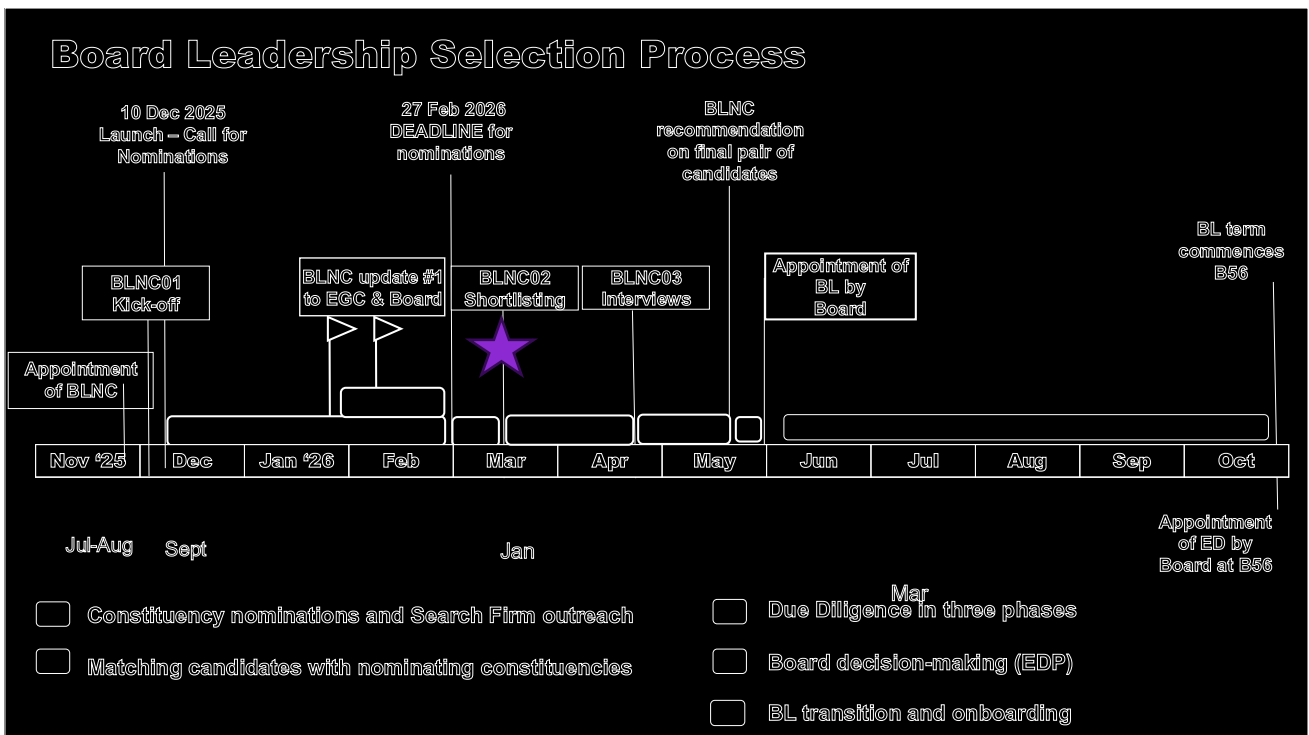
Board Information

Purpose of the paper: This second 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”) in the time since the first BLNC Progress Report was issued in February 2026. The report covers the period up until 10 March 2026.

Report

Context

1. This paper is the **second progress report of the Board Leadership Nomination Committee ("BLNC")** and provides a status update on the work undertaken since the first progress report issued in February 2026, and the in-session update provided by the BLNC Chair and Vice-Chair during the 29B EGC Meeting and the 54th Board Meeting.
2. On behalf of the Board, the BLNC is tasked with reviewing all nominations received from voting constituencies, shortlisting candidates, conducting interviews and recommending one final pair of candidates to the Board for approval. The EGC continues to oversee the overall selection process, and due diligence process in place. A visual reminder of the process can be found below.



What is the current status?

2. The **selection process is on track** in line with the BLNC work plan. Since the last report, priorities have included finalization of nominations by the deadline and preparing for the shortlisting phase. The **following progress has been achieved**, supported by the search

firm, Legal and Governance Department and the Ethics Office as appropriate in line with their respective roles:

- a. **Candidate outreach and nominations period.** Constituencies continued to engage in their own **internal nomination processes** and, where desired, liaised with the search firm for in-confidence discussions on how the search firm might support them. Constituencies were encouraged to engage actively in the matching process, whereby candidates identified through search firm outreach were matched with a voting constituency for formal nomination. Constituencies were encouraged to **submit multiple nominations from any region or professional background in support of a broad and highly qualified candidate pool**. As a reminder, constituencies from the Donor Voting Group nominated candidates for the position of Chair, and constituencies from the Implementer Voting Group nominated candidates for the position of Vice-Chair.
- b. **Process-related questions and clarifications** were responded to by the Secretariat, and several reminders on the nomination timeline as well as confidentiality expectations were issued to constituencies.
- c. In the context of **monitoring progress** during the outreach and nominations period, an **intersessional meeting of the BLNC** was convened on 6 February 2026 to receive an update and briefing from the search firm, while confidential candidate information will only be shared at the second BLNC meeting.
- d. **Confirmation of candidate pool.** Following the formal closure of the nominations period on 27 February 2026, the search firm confirmed that a sufficient number of nominations has been received and expressed confidence in the quality of the candidate pool.
- e. **Phase 1 due diligence reviews** were conducted on all nominated candidates, including screening of candidates' names against sanctions lists, watch lists, adverse media, OIG intelligence database and the Ethics Office database. Due diligence is conducted jointly by the Ethics Office and the search firm.
- f. **Guidance to candidates** was shared, to support candidate understanding of process requirements, due diligence steps, timelines, as well as confidentiality and conduct expectations, including the requirement to refrain from lobbying.
- g. **Preparations** for the second and third in-person meetings of the BLNC continued.
- h. A short **set of high-level points** related to the BLNC process was prepared for the use of Board and Committee members for use within their constituencies (see Annex 1).

What are our next steps?

3. **Shortlisting.** The second BLNC meeting will take place in person on 16-17 March 2026, to conduct shortlisting, as the next step towards the BLNC’s objective to recommend to the Board a **final pair of candidates for the roles of Board Chair and Vice-Chair roles**. The BLNC will receive all nominations from the search firm, and a report from the Ethics Officer on the outcomes of the first round of due diligence. The BLNC meeting will conduct a competency-based assessment of all candidates received to reach a shortlist of four candidates for each role to move forward to interview stage. Shortlisting will take place in sub-committees (donor subcommittee shortlists for Chair; implementer subcommittee for Vice-Chair), while ensuring effective exchange within the full committee in line with the principle of complementarity between Chair and Vice-Chair roles. Outcomes of the Board consultation on optimal profiles for the role of Board Chair and Vice-Chair will continue to provide contextual strategic input for the work of the BLNC.¹ In addition, as for all Global Fund selection processes, consideration of diversity and balance in the pool, including in relation to gender and regional background or experience, is a cross-cutting guiding principle. BLNC will also review its work plan and next steps towards the interview stage.
4. The table below provides a high-level overview of **upcoming key milestones** as agreed by the BLNC. The **next progress report to the EGC and Board will be issued in late March-early April** following the second and in advance of the third BLNC meeting.

Date	Milestone
March 2026	2nd BLNC Meeting - Shortlisting (BLNC02) <ul style="list-style-type: none"> • BLNC review of nominations • Shortlisting by BLNC subcommittees while ensuring holistic consideration by the full BLNC • 4 candidates to be shortlisted for each role
March-April 2026	Due Diligence Part 2 - shortlisted candidates
March-April 2026	Progress Report 3
April 2026	3rd BLNC Meeting - Interviews (BLNC03) <ul style="list-style-type: none"> • Interviews for short listed candidates • Identification of final candidate pair for recommendation to the Board
May 2026	Due Diligence Part 3 – final pair of candidates
May 2026	Final BLNC Report and Recommendation to Board on final pair of candidates for appointment Board Decision – Appointment (EDP)

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

July-October 2026	Onboarding & Transition Onboarding period in preparation for leadership transition. Incoming Board Chair and Vice-Chair take up office at the 56 th Board Meeting following conclusion of the appointment of the next Executive Director.
Thereafter	Lessons learned - For presentation to EGC in Q3-4 2026

Reminders on confidentiality and communication

5. 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.
6. Any **media enquiries** received should be forwarded to Christy Feig, Head Communications Department, at the Global Fund (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.
7. Constituencies are invited to contact 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).

Annex 2 – Relevant Past Board Decisions

Relevant past Decision Point	Summary and Impact
GF/B53/EDP18: Appointment of the Board Leadership Nomination Committee Membership²	The Board appointed the members of the BLNC as recommended by the EGC.
GF/B47/DP07: Board Leadership Term (May 2022)³	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.
GF/B39/EDP18: Revised Terms of Reference for the Chair and Vice-Chair of the Board (November 2018)⁴	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
GF/B39/EDP08: Terms of Reference of the Board Leadership Nomination Committee and Corresponding Amendments to the Core Governance Documents (August 2018)⁵	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
GF/B39/DP12: Strengthening the Board Leadership Selection Process (May 2018)⁶	Board adoption in principle of the revised process for selecting the Chair and Vice-Chair of the Board, as recommended by the EGC.

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

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

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

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

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