

Executive Director Selection Process Update: EDNC Progress Report 2

GF/B54/ER08

8 May 2026, Geneva, Switzerland

For Board Information

Purpose: This second 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 first EDNC Progress Report was issued in February 2026. The report covers the period up until 17 April 2026.

What is the topic of this update?

1. This paper provides a status update on the Executive Director selection process, and constitutes **the second progress update from the Executive Director Nomination Committee ("EDNC")**. It covers progress to date with a focus on developments since February 2026, when the first progress update was presented to the EGC and the Board. Periodic updates will be presented to the EGC and Board until the conclusion of the EDNC's work.
2. On behalf of the Board, the EDNC will review and shortlist applicants, interview shortlisted candidates. The EDNC's primary task is to review and assess candidates and to **put forward a shortlist of 4-5 candidates for the role of Executive Director to the Board for decision**. The current Board Chair and Vice-Chair 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. The EGC continues to oversee the overall selection process, and due diligence process in place.

Part 1: Progress Report of the EDNC (as of 17 April 2026):

3. The EDNC, appointed by the Board on 9 December 2025, serves in a personal capacity and includes representatives nominated by donors, implementers, and one independent member. After convening virtually, the committee endorsed its work plan in line with Board guidance, received onboarding and process briefings, and contributed to shaping the search strategy and campaign materials. The selection process was formally launched on 4 February 2026 through a public call for candidates, supported by targeted advertisements, a news release, and outreach via Board constituencies' professional networks.
4. The **selection process is on track** in line with the EDNC work plan.
5. **Board Updates and Voting Procedures at 54th Board Meeting**. Since the submission of the first progress report, EDNC Leadership have had the opportunity to engage with the Board at the 54th Board Meeting in Geneva.
 - a. Through this engagement, EDNC Leadership reaffirmed their commitment to a confidential, merit-based, and professionally run process to identify the next Executive Director. They emphasized the importance of independence, strict adherence to procedures, and safeguarding candidate confidentiality to maintain trust and protect the integrity of the search.
 - a. EDNC Leadership also shared updates around process and the first formal EDNC meeting, and had the chance to invite Board members to actively support the process by leveraging their networks to encourage strong applications, noting that attracting a broad and highly qualified candidate pool is essential. They shared next steps for the EDNC which will include shortlisting, multiple interview rounds, and phased due

diligence - leading to a final shortlist for Board consideration in October 2026, with the new Executive Director expected to assume office in early 2027.

- b. **Executive Director Voting Procedures.** In preparation for the final appointment decision by the Board, the Board received and reviewed the voting procedures for the selection of the Executive Director. The procedures were presented at the 54th Board meeting with a view to ensuring clarity and awareness prior to their utilization for the final Board decision-making stage. Board constituencies welcomed the presentation and requested a reminder of the process closer to the time of the actual appointment to ensure all Board members have the process in mind before the appointment at the 56th Board meeting.
6. Most notably since the last report, the **candidate outreach period has been ongoing and will conclude at the end of April 2026** with a view to reaching a strong candidate pool for EDNC consideration. Interested applicants may put themselves forward through an application. Russell Reynolds Associates, the experienced search firm retained to support this search process, are also undertaking a broad outreach to potential candidates spanning wide geographic coverage and range of relevant sectors. The outreach phase and the upcoming shortlisting and interviews will continue to be guided by feedback from Board through consultation process.
 7. Additionally, the EDNC has virtually convened for a briefing on the **due diligence approach** for the process, alongside enhanced briefings on confidentiality and how candidate information will be protected throughout. The EDNC also convened virtually for an **informal progress update** from the search firm on the candidate outreach phase in early April.

Part 2: What are our next steps?

What are our next steps?

7. The EDNC's main objective is to recommend to the Board four or five finalist candidates for the role of Executive Director. The table below provides a high-level overview of key milestones based on the work plan endorsed by the EDNC.

Date	Milestone
4 February – late April 2026	Candidate outreach and applications for position of Executive Director continue
May 2026	EDNC Progress Report 2 & Update at 30th EGC Meeting (4-5 May)
May 2026	Screening and Due Diligence Part 1
Week of 1 June 2026	2nd EDNC Meeting - Shortlisting (EDNC02)
June 2026	EDNC Progress Report 3
June-July 2026	Due Diligence Part 2

July 2026	3rd EDNC Meeting – Round 1 Interviews (EDNC03)
End July 2026	Initiation of Psychometric Testing
Week of 7 September 2026	4th EDNC Meeting – Round 2 Interviews (EDNC04)
September 2026	Due Diligence Part 3
Late-September 2026	Final EDNC Report to the Board <ul style="list-style-type: none"> • Shortlist of 4-5 highest qualified candidates
1-2 October 2026	Board Retreat <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Period of structured engagement between 4-5 candidates and constituencies
28-30 October 2026	56th Board Meeting – Appointment <ul style="list-style-type: none"> • Board decision to appoint the next Executive Director
Q1 2027	Incoming ED takes up office

Candidate Assessment. Throughout the process candidates will undergo competency-based assessment, considering how candidate's skills and experience enable them to fulfill the requirements of the role of Executive Director. The EDNC will objectively assess applicants through on a non-political and merit based assessment against the [Board-approved Terms of Reference](#), and described in the job specification and adverts. the EDNC will also recall the feedback received from the Board through consultation process on the optimal profile for ED candidates, and as outlined in Progress Report 1.

8. **Integrity Due Diligence (IDD) Phase 1.** The Ethics Office and the search firm will conduct integrity due diligence in phases throughout the candidate assessment and evaluation process. The first phase will consist of Essential IDD, including checks against certain public and proprietary databases. They will also be asked to complete a Disclosure of Interests form for actual, potential or perceived conflicts with serving in a leadership role at the Global Fund. During this phase, the search firm will also conduct diligence focused on the competence of the candidates.
9. **Shortlisting.** EDNC will meet to conduct shortlisting of candidates. The shortlisting will result in a list of candidates to be invited to the first interview. Based on current timelines, it is anticipated that the EDNC will have visibility of the next Board Leadership pair by the time of its shortlisting meeting.

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

- a. The Ethics Office and the search firm will run parallel and complementary due diligence processes. The Ethics Office will engage IDD vendors to conduct in-depth integrity reviews and 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. In parallel, the search firm will conduct reference checks, trusted source enquiries, and psychometric testing for second-round candidates (focused on leadership competencies, growth capacity, and self-awareness).
- b. 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.

11. **Interviews.** The EDNC will conduct two rounds of interviews, 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.

12. **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:**

- a. **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.
- b. 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.
- c. **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.)

13. Further details and guidance linked to the **Board-level stage of the process** will be shared in a subsequent Progress Update.

A note on confidentiality

14. Given the seniority of prospective ED candidates and high-profile nature of the selection process, attention to confidentiality is essential to enabling stakeholder trust in the process, while any confidentiality breach would represent a significant risk to the process and to candidate engagement, and a major reputational risk for the Board and the organization. The EDNC is committed to **upholding confidentiality** in respect of the privacy and personal reputation of potential candidates and to enable the EDNC to have trust-based, open deliberations.
15. The EDNC is committed to **effective communication** and will provide **periodic progress updates to the EGC and the Board**. For the avoidance of doubt, information regarding candidates and EDNC deliberations will necessarily remain **strictly confidential** and will not be disclosed by the EDNC.
16. Candidates are likewise expected to maintain strict confidentiality regarding their candidacy and their discussions with the search firm or EDNC.
17. The selection process is non-political, confidential, competitive and merit-based, and EDNC cannot receive instructions or submit to lobbying or influence. 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. In closing, EDNC leadership would like to remind all readers that **media enquiries** should be forwarded to Christy Feig, Head, Communications Department, at the Global Fund (Christy.Feig@theglobalfund.org).
18. Constituencies are invited to contact the Legal and Governance Department, and/or EDNC Leadership 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 2: Overview of Timeline

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.

Annex 2: Overview of timeline for ED

