

Board Leadership Selection Process Update: BLNC Progress Report 1

54th Board Meeting

GF/B54/11A – Revision 1
12 – 13 February 2026, Geneva, Switzerland

Board Information

Purpose: This report provides an update on the Board Leadership selection process, for the period from mid-October 2025 to 9 January 2026. The report covers updates preceding the formation of the BLNC, and presents the first progress report of the BLNC. This report was presented to the 29th EGC meeting on 27 January 2026 prior to submission to the Board. This paper is submitted to the Board alongside document GF/B54/11B – Executive Director Selection Process Update. Together, both papers provide an overview of selection process matters in 2026.

Executive Summary

Context

The next Chair and Vice-Chair of the Board are due to commence their three-year term in July 2026. In line with procedures, the Board formed a Board Leadership Nomination Committee (“BLNC”) to conduct the Board Leadership selection process on behalf of the Board. The BLNC is tasked with reviewing nominations from voting constituencies, shortlisting candidates, conducting interviews and recommending one final pair of candidates to the Board for approval. The EGC oversees the overall selection and due diligence process. This paper presents the first progress report of the BLNC, covering the period up until 9 January 2026, providing a status update on the nomination and selection process for the Chair and Vice-Chair of the Board for the 2026-2029 term, as well as a number of key reminders on the selection process.

Questions this paper addresses

- A. What is the current status?
- B. What are our next steps?
- C. Reminders on confidentiality and communication

Conclusions

- A. The Board Leadership selection process was formally launched on schedule on 10 December 2025. Ahead of the launch, progress included the formal constitution of the BLNC, and a consultation process was held for constituencies facilitated by the search firm on optimal profiles for candidates for the role of Board Chair and Vice-Chair, followed by an associated Board call discussion. Following the formation of the BLNC, the BLNC convened virtually for its first meeting, receiving supporting background documentation and briefings on roles, responsibilities, conduct and confidentiality. The BLNC endorsed its work plan and reviewed preparations for the launch of the selection process.
- B. The deadline for candidate nominations from voting constituencies for the Board Chair and Vice-Chair role is 27 February 2026. Over the coming weeks, constituencies are invited to engage in their own outreach and to liaise with the search firm for in-confidence discussions on how the search firm might support them, as well as to discuss potential nomination of candidates identified through search firm outreach. Following the close of the nominations period, the BLNC will convene to review and shortlist nominations in March. The full BLNC will interview shortlisted candidates in April before recommending one final pair of candidates to the Board for appointment in May.

Input Sought

The Board is requested to note the information provided in this report, in support of their oversight of the Board Leadership selection process.

Report

What is the topic of this update?

- i. This paper provides a status update on the Board Leadership selection process for the 2026-2029 Board Leadership term, outlining progress since October 2025, and includes the first progress update from the Board Leadership Nomination Committee ("BLNC"). The Board Leadership selection process follows the process adopted by the Board in 2018 ([GF/B39/EDP08](#)) and implemented successfully in 2019 and 2022-23, including operational improvements based on the lessons from two previous implementation periods.
2. The EGC received multiple reports and held discussions on preparations for the launch of the selection process since Q1 2025, most recently at its 29A meeting in October 2025 (GF/EGC29A/03). Previous updates have provided detailed context on process risks, mitigations and enablers, as well as review of the approach for integrity due diligence.

Part 1: Progress from mid-October 2025

3. **Formation of the BLNC.** Based on the recommendation of the EGC, on 26 November 2025 the Board appointed the following individuals to serve as members of the BLNC ([GF/B53/EDP18](#)):
 - Deputy Minister Joseph Phaahla, Chair of the Nomination Committee;
 - Ruth Templeton Beyene (Lawson), Vice-Chair of the Nomination Committee;
 - Anne-Claire Amprou, Member;
 - Sherwin Charles, Member;
 - Carolyn Gomes, Member;
 - Dereck Springer, Member; and
 - Jeremy Farrar, Member.
2. **Constituency consultation on optimal profiles for Board Leadership candidates.** From October to December 2025, a consultation process was held with constituencies to seek inputs on the optimal profiles for candidates for the roles of Board Chair and Vice-Chair (and the Executive Director), providing space on the leadership roles in the current Global Fund context, following the 8th Replenishment Summit, and ahead of the launch of the respective selection processes. Emerging themes were shared and discussed with the Board on a Board call on 2 December 2025, and later conveyed to the BLNC to provide perspectives to complement the formal Board Leadership Terms of Reference, and inform their work to identify the strongest candidates for the next Board Leadership term. The consultation process and Board discussion underlined the challenges of a swiftly-evolving external environment and changing global health ecosystem, and recognized in particular (1) the importance of success in upcoming leadership selections, and (2) the value of complementarity across leadership roles, identifying leaders who will work in constellation and not in competition. Themes specific to the Board Leadership role included the following, while these reflections are not exhaustive:
 - **Overall focus** on governance and integrity, support to resource mobilization and partnerships, and a future Board Leadership who will uphold commitment to a participatory governance model, and spearhead governance change where needed.
 - The role of the **Chair** as strategic steward and convenor of the Board, ensuring the legitimacy and neutrality of the Board, providing strategic and diplomatic oversight,

and enabling credibility in the global arena, with the gravitas and reach to represent the Global Fund across relevant fora and stakeholders.

- The role of the **Vice-Chair** in ensuring inclusivity and continuity, bringing institutional memory, programmatic knowledge and providing a bridge to implementers and communities, ensuring decisions make sense for the mission and the people the Global Fund serves, and supporting consensus-building.
- **The pair.** Reflections on moving beyond considering the roles as “donor” and “implementer” positions, and instead reflecting on how the Chair and Vice-Chair collectively bring complementary perspectives across areas including: high-level representation, resource mobilization, knowledge of the Global Fund Board, and linkages to and understanding of the countries and communities we serve. Indicatively, a high profile Chair could be complemented by a more hands-on Vice-Chair to balance visibility with accessibility. Experience of the Global Fund Board within the leadership pair was also highlighted as an important asset, and sectoral and gender diversity considerations were noted.

Part 2: Progress Report of the BLNC

What is the current status of the BLNC’s work?

- i. **First BLNC Meeting.** The BLNC convened on 5 and 8 December 2025. At this meeting, the BLNC endorsed its work plan, which is aligned with the timing of key milestones previously supported by the EGC, and received onboarding briefings on its role and responsibilities, the overall selection process, risks and enablers, and principles of conduct and confidentiality. BLNC members also had the opportunity to meet the search firm, and to exchange on the themes emerging from the constituency consultation on optimal profiles for the next Board Leadership, as outlined in paragraph 3 above. The committee received an update regarding the search strategy, and reviewed draft campaign materials and advertising approaches ahead of the launch.
5. **Briefings** are ongoing for both BLNC Leadership, and the search firm, to seek insights from various stakeholders (including Board Leadership, Committee Leadership, the Executive Director, Inspector General, Ethics Officer and other members of senior management) on the roles of the Board Chair and Vice-Chair and the current Global Fund context.
6. **Launch of the process.** Following the first BLNC meeting, the **selection process was launched on 10 December 2025**, via a formal Call for Nominations issued to the Board. To support the nominations period and **enable a broad and diverse candidate pool**:
 - a. **Constituencies** received an [Information Note](#) on the process, timelines, due diligence steps, advice for conducting internal nominations processes to put forward strongly qualified candidates for the role of Board Chair or Vice-Chair, and reminders regarding confidentiality and avoidance of actual or perceived influence;
 - b. The **search firm** remains available to engage with constituencies throughout the nominations phase;
 - c. **A news release** was issued and **advertisements** placed in the Economist and Jeune Afrique, as well as on the Global Fund website.
7. As a reminder, in with the **rotation principle**, nominations are sought from voting constituencies as follows:

- a. Constituencies from the **Donor Voting Group** nominate candidates for the position of **Chair**.
- b. Constituencies from the **Implementer Voting Group** nominate candidates for the position of **Vice-Chair**.

What are our next steps?

8. The BLNC's objective is to recommend to the Board the optimal, complementary **final pair of candidates for the roles of Board Chair and Vice-Chair**. The table below provides a high-level overview of key milestones based on the work plan endorsed by the BLNC.

Date	Milestone
January-February 2026	Progress Report 1 (to EGC and Board) Engagement at 29B EGC Meeting and 54 th Board Meeting
27 February 2026	Deadline for nominations from voting constituencies for Board Chair and Vice-Chair
March 2026	Progress Report 2 Brief update following close of nominations period
March 2026	Screening and Due Diligence Part 1 – all candidates
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 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)
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

9. The BLNC is cognizant of the importance of a rich, broad, diverse candidate pool in order to identify the optimal, complementary leadership pair. The following remain **key enablers of success**:

- a. **Timely nominations** ahead of the deadline.
 - b. **Constituencies submitting multiple nominations**, to broaden the candidate pool; ensure complementarity and diversity of the final pair; and to mitigate against the risk of candidate withdrawal. By way of a reminder, voting constituencies may **nominate candidates from any geographic region or background** who fulfil the competency requirements of the role. Eligibility for the role of Chair or Vice-Chair is linked to the nominating constituency, and not to nationality.
 - c. **Openness by constituencies to nominating candidates identified by the search firm through outreach or advertising, or via the non-voting constituencies of the Board** (the “matching process”), The matching of candidates sourced by non-voting constituencies, or via advertisements and outreach, with interested voting constituencies for formal nomination will be facilitated by the search firm, in order to preserve confidentiality of applications.
10. **Constituencies are invited to reach out directly to the search firm**, Russell Reynolds Associates (gfbf@russellreynolds.com), at their earliest convenience should they wish to hold in-confidence conversations about the matching process or about the support the search firm can offer to them.

A note on communication and confidentiality

11. The BLNC recognizes that the Board has entrusted the BLNC with the delegated responsibility **to recommend one final pair of candidates to the Board for appointment.**
12. The Board Leadership selection process is a **fully confidential process**. The BLNC is committed to upholding confidentiality in respect of the privacy and personal reputation of potential candidates and to enable the BLNC to have trust-based, open deliberations. BLNC members serve in their personal capacity and may not accept constituency instructions or represent constituency positions. All BLNC members have signed confidentiality undertakings.
13. The BLNC is committed to **effective communication** and will provide **regular progress updates to the EGC and the Board**. For the avoidance of doubt, information regarding the names of the full pool of candidates and the BLNC’s deliberations will necessarily remain strictly confidential and will not be disclosed by the BLNC.
14. Regarding confidentiality within and between constituencies, it is acknowledged that individual candidate names may need to be discussed during internal constituency deliberations prior to nominations being submitted. In recognition of the fact that this is not a public election process, **constituencies are asked to refrain from discussing candidate names outside of the constituency group responsible for deciding the nomination, or with other constituencies.** As a reminder, the alignment of multiple constituencies behind a single candidate will be considered as **actual or perceived influence** on work of the BLNC, limiting the candidate pool, and thus impacting on the outcome of the process.
15. Any **media enquiries** should be forwarded to Christy Feig, Head, Communications Department, at the Global Fund (Christy.Feig@theglobalfund.org).
16. Additional information on the process is available in this [Information Note](#).
17. Constituencies are invited to contact the Legal and Governance Department, and/or BLNC Leadership should they have any **questions** relating to the process at any point in time.

Annexes

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/EDP18: Appointment of the Board Leadership Nomination Committee Membership¹	The Board appointed the members of the BLNC as recommended by the EGC.
GF/B47/DP07: Board Leadership Term (May 2022)²	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)³	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)⁴	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)⁵	Board adoption in principle of the revised process for selecting the Chair and Vice-Chair of the Board, as recommended by the EGC.

¹ <https://www.theglobalfund.org/kb/board-decisions/b47/b53-edp18/>

² <https://www.theglobalfund.org/kb/board-decisions/b47/b47-dp07/>

³ <https://www.theglobalfund.org/kb/board-decisions/b39/b39-edp18/>

⁴ <https://www.theglobalfund.org/kb/board-decisions/b39/b39-edp08/>

⁵ <https://www.theglobalfund.org/kb/board-decisions/b39/b39-dp12/>