

# **Executive Director Selection Process Update: EDNC Progress Report 1**

## **54<sup>th</sup> Board Meeting**

GF/B54/11B  
12 – 13 February 2026, Geneva, Switzerland

### **Board Information**

Purpose: This report provides an update on the Executive Director selection process, for the period from mid-October 2025 to 4 February 2026. The report covers updates preceding the formation of the EDNC and presents the first progress report of the EDNC.

# Executive Summary

## Context

The next Executive Director of the Global Fund to Fight AIDS TB and malaria is due to commence their four-year term in early 2027. In line with procedures, the Board formed an Executive Director Nomination Committee (“EDNC”) to conduct the Executive Director selection process on behalf of the Board. The EDNC is tasked with conducting the selection process on behalf of the Board, with the objective of putting forward the 4-5 most qualified candidates to the Board for final consideration. The process then passes to the Board, with the Board Leadership stewarding the final stages through to appointment of the next Executive Director by the Board. The EDNC reports to the Board, while EGC also has a role to oversee the overall selection and due diligence process. This paper presents the first progress report of the EDNC, covering the period up until 4 February 2026, providing a status update on progress at this early stage in the Executive Director selection process, as well as several key reminders.

## 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 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.
- B. The selection process timeline has been defined in line with guidance from the Board. The candidate outreach phase will run from February until late-April. Following the candidate outreach period and first phase of due diligence reviews, the EDNC will convene to review and shortlist applicants in June. The full EDNC will interview shortlisted candidates in July and September and will present a shortlist of the 4-5 highest qualified candidates to the Board in late-September, at which point the work of the EDNC concludes, and stewardship of the process passes to the Board Leadership. The Board will meet the final shortlist of candidates at a Board retreat, followed by a period of constituency engagement. The Board decision on the appointment of the next Executive Director is scheduled for the 56<sup>th</sup> Board meeting in October 2026.

# Report

## What is the topic of this update?

1. This paper provides a status update on the Executive Director selection process, outlining progress since October 2025, and includes the first progress update from the Executive Director Nomination Committee ("EDNC").<sup>1</sup> The ongoing Executive Director selection process is based on the previous process successfully implemented in 2017.
2. In support of a robust process and following steer from the Board, the timeline for Executive Director selection has been lengthened to run from early February to October 2026, with an appointment decision by the Board at the 56<sup>th</sup> Board Meeting in late-October 2026. The work plan of the Executive Director Nomination Committee has been defined accordingly in line with Board guidance and relevant procedures. The current Board Chair and Vice-Chair will steward the final stages of the process, before transitioning to the incoming Board Leadership following appointment of the next Executive Director.

## Part 1: Progress from mid-October 2025

3. **Formation of the EDNC.** Based on the recommendation of Board Leadership following review of nominations by the EGC, on 9 December 2025 the Board appointed the following individuals to serve as members of the EDNC ([GF/B53/EDP19](#))<sup>2</sup>:
  - a. Kieran Daly, Chair of the Nomination Committee;
  - b. Javier Hourcade Bellocq, Vice-Chair of the Nomination Committee;
  - c. Dante Saksono Harbuwono, Member;
  - d. Muhammad Ali Pate, Member;
  - e. Tania Rödiger-Vorwerk, Member;
  - f. Mamadi Yilla, Member; and
  - g. Carole Presern, Independent Member.
4. **Constituency consultation on optimal profiles for Executive Director candidates.**
  - a. From October to December 2025, a consultation process was held with constituencies to seek inputs on the optimal profiles for candidates for the role of Executive Director (and the Board Chair and Vice-Chair), providing space for reflections on the leadership roles in the current Global Fund context, following the 8<sup>th</sup> 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 conveyed to the EDNC at their first meeting, to provide perspectives to complement the formal Terms of Reference of the Executive Director, and inform their work to identify the strongest candidates for the role.

---

<sup>1</sup> Given timing considerations, this report was not presented to the EGC at its 29<sup>th</sup> meeting on 27 January 2026 but will be shared with them electronically in parallel with Board review.

<sup>2</sup> Following the resignation of Javier Hourcade Bellocq from the role of EDNC Vice-Chair, on 20 May 2026 the EGC in consultation with the Board Leadership appointed Muhammad Ali Pate to serve as Vice-Chair of the EDNC and Cecilia Senoo to serve as member. In the exceptional event of a vacancy on the EDNC, the EGC in consultation with the Board Leadership shall appoint a replacement, per the provisions of the EDNC Terms of Reference.

- b. 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.
  - c. Specific to the role of the Executive Director, Board discussions further highlighted the following:
    - The next Executive Director should be an exceptional leader, driving implementation of the Global Fund strategy, delivering results, and engaging effectively with external stakeholders and partners. A gifted leader of people and systems, the next Executive Director should bring proven experience in leading large, complex organizations, mobilizing resources in an evolving donor landscape, driving and guiding change, and nurturing partnerships.
    - Alongside strategic, diplomatic and adaptive leadership expertise, the next Executive Director should bring broad international and cross-sectoral experience, financial acumen and external credibility.
    - Additionally, the next Executive Director should impart a compelling vision for the realization of the organization’s mission, navigate a quickly evolving global health ecosystem and funding landscape, and serve as a leader in the ongoing work to strengthen collaboration with other global health institutions. They should be firmly committed to the partnership model, the principles of the Global Fund and the people it serves.
5. **Executive Director Voting Procedures.** In preparation for the final appointment decision by the Board, the EGC received and reviewed the voting procedures for the selection of the Executive Director at its 29B meeting in January 2026. The procedures are shared with the Board via document GF/B54/11C and presented at the 54<sup>th</sup> Board meeting, with a view to ensuring clarity and awareness prior to their utilization for the final Board decision-making stage.

## **Part 2: Progress Report of the EDNC**

### **What is the current status of the EDNC’s work?**

6. **First EDNC meeting.** The EDNC held its first formal meeting virtually on 2 February 2026. At this meeting, the EDNC endorsed its work plan, which reflects Board guidance on selection process timelines, and received onboarding briefings on its role and responsibilities, the overall selection process, and risks and enablers. EDNC 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 Executive Director, as outlined in paragraph 4 above. The committee received an update regarding the search strategy, and reviewed and shared inputs on draft campaign materials. They also received a briefing on advertising approaches ahead of the launch. Finally, they discussed the end-to-end selection process and highlighted areas that warrant thoughtful advanced planning, including planning ahead for interview stages to ensure robust approaches, and the importance of a smooth transition from the EDNC to the Board-level stage of the process, which will be stewarded by the Board Leadership.
7. Further briefings:

- a. The EDNC will receive a further briefing on the **due diligence approach** for the Executive Director Selection process, alongside enhanced briefings on confidentiality and how candidate information will be protected throughout the process.
- b. Additionally, briefings are ongoing for both EDNC Leadership, and the search firm, to seek insights from various stakeholders on the role of the Executive Director and the current Global Fund context. Stakeholders include current Board Leadership, Committee Leadership, the current Executive Director, Inspector General, Ethics Officer and other members of senior management.
- c. **Launch of the process.** Following the first EDNC meeting, the **selection process was launched on 4 February 2026** with the formal publishing of a call for candidates. To facilitate **broad and diverse candidate outreach**, a **news release** was issued and **advertisements** placed in the Economist and Jeune Afrique, as well as on the Global Fund website. Board constituencies were also called on to support outreach through their professional networks.

### What are our next steps?

8. The EDNC's objective is to recommend to the Board 4-5 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
February 2026	<b>EDNC Progress Report 1 (to EGC and Board)</b> In writing and at 54 <sup>th</sup> Board Meeting
4 February – late April 2026	<b>Candidate outreach and applications for position of Executive Director</b>
May 2026	<b>EDNC Progress Report 2</b>
May 2026	<b>Screening and Due Diligence Part 1</b>
Week of 1 June 2026	<b>2<sup>nd</sup> EDNC Meeting - Shortlisting (EDNC02)</b>
June 2026	<b>EDNC Progress Report 3</b>
June-July 2026	<b>Due Diligence Part 2</b>
July 2026	<b>3<sup>rd</sup> EDNC Meeting – Round 1 Interviews (EDNC03)</b>
End July 2026	<b>Initiation of Psychometric Testing</b>
Week of 7 September 2026	<b>4<sup>th</sup> EDNC Meeting – Round 2 Interviews (EDNC04)</b>
September 2026	<b>Due Diligence Part 3</b>
Late-September 2026	<b>Final EDNC Report to the Board</b> <ul style="list-style-type: none"> <li>• Shortlist of 4-5 highest qualified candidates</li> </ul>

1-2 October 2026	<b>Board Retreat</b> <ul style="list-style-type: none"> <li>• Board Leadership takes stewardship of final stages of process which take place at Board level</li> <li>• Board meets with each of the 4-5 candidates</li> </ul>
3-27 October 2026	<b>Constituency Engagement</b> <ul style="list-style-type: none"> <li>• Period of structured engagement between 4-5 candidates and constituencies</li> </ul>
28-30 October 2026	<b>56<sup>th</sup> Board Meeting – Appointment</b> <ul style="list-style-type: none"> <li>• Board decision to appoint the next Executive Director</li> </ul>
Q1 2027	<b>Incoming ED takes up office</b>

### **A note on communication and confidentiality**

9. The EDNC recognizes that the Board has entrusted the EDNC with conducting the selection process to provide **a shortlist of the four or five highest qualified candidates to the Board**.
10. EDNC members serve in their **personal capacity** and may not accept constituency instructions or represent constituency positions.
11. 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. All EDNC members have signed confidentiality undertakings. Given the seniority of prospective ED candidates, attention to confidentiality is essential to enabling candidate 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 organization.
12. 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.
13. Any **media enquiries** should be forwarded to Christy Feig, Head, Communications Department, at the Global Fund ([Christy.Feig@theglobalfund.org](mailto:Christy.Feig@theglobalfund.org)).
14. 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.

# 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/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.