# Appointment of the Executive Director

## 56th Board Meeting

GF/B56/02
28-30 October 2026, Geneva, Switzerland

**For Board Decision**

**Purpose:** This paper provides an overview of the Executive Director Selection Process and includes a decision point on the appointment of the Executive Director.

# Decision

***<u>Decision Point: GF/B56/DPXX: Appointment of the Executive Director</u>***

***The Board appoints [….] to serve as the next Executive Director of the Global Fund for a four-year term.***

## Introduction

1. The next Executive Director of the Global Fund to Fight AIDS, Tuberculosis and Malaria is due to commence their four-year term in early 2027. The Executive Director selection process has been a key Board priority in 2026. In accordance with Board-approved procedures, the Board established an Executive Director Nomination Committee (EDNC) to conduct the first stage of the selection process on behalf of the Board, with the objective of putting forward the four to five most qualified candidates to the Board for final consideration. The Board is scheduled to appoint the next Executive Director at the 56th Board Meeting on 28-30 October 2026.

2. The EDNC was composed of three members from the donor constituencies, three members from the implementer constituencies of the Board, working in personal capacity, and one independent member, all appointed by the Board. The EDNC was mandated to review applications, conduct candidate assessments and interviews, consider due diligence conducted by the Ethics Office and search firm, Russell Reynolds Associates, and put forward a shortlist of four to five candidates to the Board. The final phase of the process, including candidate interviews at the Board Retreat, constituency engagement, and appointment of the next Executive Director, is stewarded by Board Leadership and will conclude at the 56th Board Meeting in October 2026.

## Candidate Outreach and Applicant Pool

3. Following the launch of the Executive Director selection process on 4 February 2026, and with support from Russell Reynolds Associates, a comprehensive candidate outreach strategy was implemented, designed to attract a diverse and highly qualified pool of candidates from across regions and sectors. The position was advertised through a public call for candidates, supported by targeted digital advertising in English and French, a Global Fund news release, direct outreach through professional networks, and active engagement by Board constituencies through their respective stakeholder communities. Russell Reynolds Associates also conducted proactive outreach to potential candidates globally, leveraging its networks in international development, public health, multilateral organizations, government, private sector, and civil society. This outreach approach sought to maximize awareness of the opportunity whilst ensuring a broad and competitive candidate field.
4. At the close of the application period, the candidate pool consisted of 61 applications. From this pool, the EDNC identified 10 candidates to invite to the first round of interviews. Two candidates withdrew so EDNC interviewed eight candidates in Round 1. Following careful consideration, after the end of the first round of interviews, the EDNC invited seven candidates to the second round of interviews. Five candidates were shortlisted by the EDNC as the final candidates to put forward to the Board. The candidate pool reflected diversity in professional background and geography.

## EDNC Process and Conclusions

5. Throughout the process, and in line with its Terms of Reference, the EDNC applied a competency-based assessment aligned with the Board-approved Executive Director Terms of Reference and informed by a Board consultation process on the optimal profile of the next Executive Director. The process was conducted in strict confidence in support of the privacy and personal reputation of potential candidates, and to allow the EDNC to have trust-based and open deliberations. The EDNC reported regularly to the Ethics and Governance Committee and the Board throughout the process, balancing confidentiality regarding candidates and EDNC deliberations with transparency around process and progress.

6. The process was merit-based, non-political, and evidence-driven. Integrity due diligence was conducted in line with the established three-phase process, coordinated between the Ethics Office and Russell Reynolds Associates and with specialized due diligence providers retained by the Ethics Office. The scope of integrity due diligence was defined in line with the Integrity Due Diligence Framework and the strengthened methodology successfully followed in past high-level selection processes, and in line with the provisions of the EDNC Terms of Reference. Assessment approaches were established reflecting best practice for executive recruitment. In reaching the final shortlist, the Committee considered a wide range of information for each candidate, including application materials, two rounds of interviews, references, and outcomes of due diligence and psychometric assessments.

7. The EDNC, Board Leadership and Ethics Office expressed confidence that the process was robust, fair and conducted with appropriate rigour and diligence, and in accordance with the Global Fund's values of integrity, dignity and respect, accountability and duty of care.

8. The EDNC put forward **five highly qualified candidates** to the Board for final consideration for the role of next Executive Director. This concluded the mandate of the EDNC. The names and short biographies of the final shortlisted candidates were published on the Global Fund website on 30 September 2026 ahead of the Board Retreat.

## Board Led Phase of the Selection Process

9. **Board Retreat.** The Board-led phase of the Executive Director selection process commenced with the Board Retreat in Evian on 1-2 October 2026. The Retreat was a confidential Board-level engagement involving Board Members, Alternate Board Members, Board Leadership, EDNC Leadership, the search firm, and a limited number of Secretariat staff. It enabled Board Members and Alternates to meet the final shortlisted candidates, review the EDNC's recommendations and due diligence findings, and assess candidates' leadership, vision and suitability for the role. The Retreat was not a meeting to appoint the next Executive Director, but to support preparation for the Board's formal appointment decision.

10. Following the Board Retreat, the process moved into the constituency engagement phase, running from 3-27 October 2026. This phase is intended to enable inclusive constituency participation in the final stage of the process, supporting informed decision-making by the Board. It serves three complementary objectives: to support constituencies in conducting consultations ahead of the Board's appointment decision; to enable constituency members to gain familiarity with the final shortlisted candidates; and to provide candidates with an opportunity to deepen their understanding of the Global Fund partnership and the priorities and perspectives of constituencies.

11. A central feature of the constituency engagement phase is a series of structured constituency calls with each final shortlisted candidate, held between 13 and 21 October 2026. The calls are intended to facilitate dialogue between constituencies and candidates, enabling engagement and building mutual insight. A consistent and well-managed process for all participants was maintained to uphold the fairness and integrity of this stage of the process.

12. The Board is now scheduled to appoint the next Executive Director at the 56th Board meeting, under the voting procedures previously adopted by the Board.[1]

[1] GF/B54/11c - Selection of the Executive Director: Voting Procedures

13. The final shortlisted candidates, as put forward by the EDNC and subsequently engaged by the Board through the Board Retreat and constituency engagement phase, are presented below **in alphabetical order**:

**Mark Dybul** is the former Executive Director of the Global Fund, which he led from 2013 to 2017. Previously, he served as the United States Global AIDS Coordinator, leading the implementation of PEPFAR. Since leaving the Global Fund, he has worked across academia, global health policy and biotechnology, including at Georgetown University.

**Richard Hatchett** is the outgoing Chief Executive Officer of the Coalition for Epidemic Preparedness Innovations (CEPI), which he has led since 2017 and through the COVID-19 pandemic. A physician by training, he previously held senior roles in the US Government, including at the White House, Department of Health and Human Services and BARDA, focused particularly on pandemic preparedness and health security.

**Lutz Hegemann** is President of Global Health at Novartis, where he leads the company's work spanning drug discovery, development, access and implementation in global health. He also oversees the company's operations in Africa. A physician and scientist by training, he has held a range of senior leadership positions during a long career at Novartis, with particular experience in malaria and neglected tropical diseases.

**Joyce Msuya** most recently served as the Assistant Secretary-General and Deputy Emergency Relief Coordinator at the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), including a period as Acting Emergency Relief Coordinator. Previously, she held senior leadership roles at the UN Environment Programme, including as Deputy Executive Director and Acting Executive Director, following a long career at the World Bank Group working across Africa, Asia, and international development**.**

**Janti Soeripto** is President and Chief Executive Officer of Save the Children US. She previously held senior leadership roles at Save the Children International, including as Deputy Chief Executive and Chief Operating Officer. Earlier in her career, she spent more than 15 years in the private sector, principally with Unilever, working internationally across finance, strategy and operations.

# Annexes

The following items can be found in Annex:

- Annex 1: Relevant Past Decisions
- Annex 2: Relevant Past Documents

## Annex 1 – Relevant Past Decisions

| Relevant past Decision Point | Summary and Impact |
|---|---|
| GF/B53/EDP19: Appointment of the 2025-2026 Executive Director Nomination Committee Membership (December 2025) | The Board approved the membership of the EDNC on recommendation by the Board Leadership following consultation with the EGC. Following the appointment of the former EDNC Vice-Chair as incoming Board Vice-Chair, the EGC, pursuant to the EDNC Terms of Reference, approved adjustments to the EDNC's membership. These changes were made prior to the commencement of the EDNC's review of Executive Director candidates, ensuring the outgoing Vice-Chair had no exposure to the candidate pool and that the incoming member participated fully in all stages of the review process. |
| GF/B53/EDP08: Approval of the Terms of Reference for the Executive Director Nomination Committee (August 2025) | The Board approved the TORs of the EDNC on recommendation by the Board Leadership following consultation with the EGC. |

## Annex 2 – Relevant Past Documents

- GF/B54/11b - Executive Director Nomination Committee Progress Report 1 (February 2026)
- GF/B54/ER08 - Executive Director Nomination Committee Progress Report 2 (May 2026)
- GF/B55/08 - Executive Director Nomination Committee Progress Report 3 (July 2026)
- GF/B55/ER - Executive Director Nomination Committee Progress Report 4 (September 2026)
- Final Report of the Executive Director Nomination Committee:
  - Part A Summary Report (30 September 2026)
  - Part B Comprehensive Report (30 September 2026, shared with Board Members and Alternates only via the Reading Room)
- GF/B54/11c - Selection of the Executive Director: Voting Procedures (February 2026)