

Executive Director Selection Process Update: EDNC Progress Report 4

GF/B55/ER05

September 2026, Geneva, Switzerland

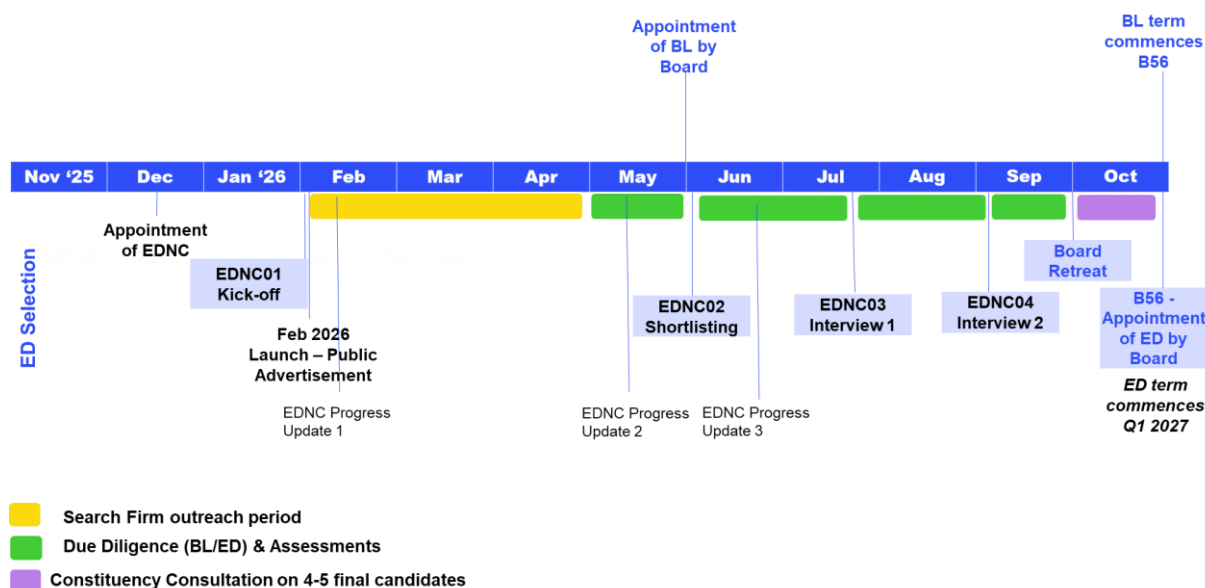
For Board Information

For EGC Information

Purpose: This fourth 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 third EDNC Progress Report was issued in June 2026. The report covers the period up until 11 September 2026. This report also provides an information update on the guiding principles, objectives and key working modalities for the final Board-level phase of the process, which takes place under the stewardship of the Board Chair and Vice-Chair.

What is the topic of this update?

1. This paper provides the **fourth progress update from the Executive Director Nomination Committee (EDNC)** on the Executive Director selection process (**Part 1**). It outlines progress to date, focusing on developments since June 2026, when the third update was shared with the EGC and Board. The final EDNC report will be provided to the Board in late September, ahead of the Board Retreat, and will contain the final shortlist of 4-5 candidates for Board consideration.
2. As a reminder, the role of the EDNC is to review, shortlist and interview candidates, acting on behalf of the Board. Its primary role is to **put forward a shortlist of 4-5 candidates for the role of Executive Director to the Board**. The current Board Leadership 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. Prior progress is outlined in EDNC progress updates 1, 2 and 3.
3. This report also provides an information update on the guiding principles, objectives and key working modalities for the final Board-level phase of the process, which takes place under the stewardship of the Board Chair and Vice-Chair (**Part 2**).
4. A visual reminder of the end-to-end process is below:



Part 1: Progress Report of the EDNC (as of 8 September 2026)

5. The selection process **remains on track** and is progressing in accordance with the EDNC work plan.
6. **EDNC Update at the 55th Board Meeting.** Since the last progress report to the Board, the EDNC Chair provided an update at the Board's 55th meeting in July, highlighting the Committee's confidence in the quality and diversity of the candidate pool, the integrity and independence of its deliberations, and the application of Board-approved criteria and due diligence processes to

ensure a fair, rigorous, and merit-based shortlisting process. The Board was reminded that confidentiality during the EDNC phase is essential to attracting and retaining high-caliber candidates and safeguarding the integrity of the process, while also receiving assurance that transparency will increase as the process transitions to the Board-level phase in its final stages. Throughout the session, leadership underscored that strong accountability mechanisms, diverse representation within the EDNC, independent oversight, and the Board's ultimate decision-making authority collectively provide robust safeguards that reinforce confidence in the selection process.

7. In addition, the Board received visibility into upcoming milestones, including reminders on the Board-level stages that will follow the conclusion of the EDNC's work, as outlined in paragraphs 10-21 below.
8. **EDNC Round 1 Interview meeting.** Since the last update to the EGC and Board, the EDNC completed its first-round interview phase (in July 2026). EDNC members reviewed the outcome of Phase 2 integrity due diligence (IDD) conducted by the Ethics Officer and the search firm, assessed the shortlisted candidates against the competencies set out in [Board-approved Executive Director Terms of Reference](#) and considered the additional context articulated in the Board consultations on optimal candidate profiles. Following the interviews, the Committee followed a structured exercise to reach consensus on the candidates to advance to the next round of interviews and assessment. Psychometric testing and continued diligence activities were then launched in preparation for Round 2 interviews taking place in September 2026.
9. **Fourth EDNC Meeting and Round 2 Interviews.** The EDNC convened for its fourth meeting in September 2026 to conduct the second and final round of candidate interviews. Prior to the interviews, EDNC members reviewed and discussed candidate materials, including due diligence and psychometric assessment outcomes. The Committee reviewed the Board-approved competencies outlined in the Executive Director TORs, together with Board consultation inputs regarding the optimal profile sought for the next Executive Director. Through the agreed interview framework, the Committee assessed candidates' overall suitability for the role, and arrived at a final list of candidates to put forward to the Board for consideration.

What are our next steps?

10. **Key upcoming milestones.** The table below provides a high-level overview of next steps. The final report of the EDNC will be provided as the EDNC puts forward a shortlist of 4-5 highest qualified candidates to the Board, concludes its mandate and prepares for the transition to the Board-level phase of the Executive Director selection process.

Date	Milestone
September 2026	4th EDNC Meeting – Round 2 Interviews (EDNC04)
September 2026	Due Diligence Phase 3
Late-September 2026	EDNC puts forward final shortlist to Board • Shortlist of 4-5 highest qualified candidates
1-2 October 2026	Board Retreat • 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 • Period of structured engagement between 4-5 candidates and constituencies • Constituencies conduct internal consultations ahead of decision-making
28-30 October 2026	56th Board Meeting – Appointment • Board decision to appoint the next Executive Director
Q1 2027	Incoming ED takes up office

Part 2: Board-level Phase of the process:

11. The process will then move to its Board-level phase under the stewardship of the Board Leadership, with three key steps as follows: (i) Board Retreat (1-2 October); (ii) a constituency engagement phase (3-27 October 2027) and the final appointment at the 56th Board Meeting (28-30 October 2026).
12. The Board-level phase is designed to enable constituency engagement and consultation, in preparation for an informed and timely decision by the Board. The approach reflects procedural requirements, lessons learned from previous selection processes, and input from the EGC to Board Leadership. In September 2026, the Board will have an informational call to be briefed on the principles guiding the Board-level phase, and the practicalities of Board and constituency engagement.
13. **Guiding Principles.** The Board-led phase will build on, and not revisit, the EDNC's work. It should not become a parallel process. The process remains merit-based and apolitical. Key principles include ensuring a fair and evidence-based approach, process integrity and clarity, including making sure each engagement activity has a clear purpose, balancing transparency with confidentiality, providing equal access to information and equitable engagement of constituencies and candidates, enabling a positive candidate experience and protecting candidates' confidentiality, dignity, and professional reputations. In providing input on guiding principles, the EGC also highlighted the importance of establishing clear rules of engagement before candidate identities are disclosed in support of process integrity and to help reduce the risks of lobbying, undue influence, or engagement through unofficial channels.

Board Retreat

14. **Purpose.** The Retreat is 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. The Retreat will enable Board Members and Alternates to meet the 4-5 final shortlisted candidates. It is not a meeting to appoint the next Executive Director.
15. The **objectives** are to:
- Review the list and rationale behind the final shortlisted candidates put forward by EDNC
 - Review due diligence and psychometric assessment outcomes
 - Engage directly with the final shortlisted candidates through structured interviews
 - Assess candidates' leadership, vision and suitability for the role of Executive Director
 - Prepare for the Board's formal appointment decision at the 56th Board Meeting

Constituency Engagement Phase

16. **Objectives:** The constituency engagement phase will run between the Board Retreat and the appointment decision. It is designed to support transparency and enable inclusive constituency participation in the final stage of the process, supporting informed decision-making by the Board. A central feature will be structured constituency calls with each final shortlisted candidate. The phase serves **three complementary objectives**:
- To support constituencies in conducting internal 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.

Following the Board Retreat, Board Members (BMs) and Alternate Board Members (ABMs) are expected to **engage their constituencies** during the Constituency Engagement Phase to support informed consultation ahead of the Board's appointment decision. In doing so, BMs and ABMs play an important role in enabling meaningful constituency engagement, upholding the fairness and integrity of the process, and safeguarding confidential information.

17. **Constituency Calls with Final Shortlisted Candidates.** The calls intend to facilitate dialogue between constituencies and candidates, enabling engagement and building mutual insight. They are not additional candidate interviews, and are not public. A consistent and well-managed process for all participants is key. Calls are open to members of constituencies who may debrief with their broader constituencies. Details of discussions cannot be shared with external parties or the media.

56th Board Meeting and Appointment Decision

18. **Purpose.** The **final appointment decision** will be taken by the Board on 28 October, following the [Executive Director voting procedures](#) that were presented to the Board at its 54th Board Meeting (February 2026).

19. The Board meeting will be structured in three stages.
- Open session** with participation from the full constituency delegations: presentation of the selection process and the shortlisted candidates.
 - Executive session** attended by Donor and Implementer Board Members and Alternates: decision-making. The Board will remain in executive session until the conclusion of the decision-making and communication with all 4-5 final shortlisted candidates.
 - Open session:** Following completion of the decision-making process, the meeting will return to open session, where the appointment decision will be announced.

Confidentiality and Media Inquiries:

20. As the process enters its final stages, maintaining strict confidentiality remains of paramount importance. Candidate information, interview discussions, due diligence materials, psychometric assessments and Committee deliberations remain highly confidential. The Committee remains committed to conducting a merit-based, competency-driven process that protects candidates, preserves the integrity of deliberations and upholds stakeholder confidence in the Executive Director selection process. The selection process continues to be **non-political, confidential, competitive and merit-based**, and the EDNC and Board cannot receive instructions or submit to lobbying or influence.
21. **The Board** is cognizant of its responsibility to maintain strict confidentiality throughout the Executive Director selection process, both to protect candidates and to uphold the fairness, integrity, and transparency of the process, and is expected to actively reinforce and adhere to these principles.
22. **Candidates** are likewise expected to maintain strict confidentiality regarding their candidacy and their discussions with the search firm, EDNC or upcoming discussions with the Board. Candidates are also strongly discouraged from interacting outside of structured engagements with individual members of the Board and their constituencies, and Global Fund staff, regarding their candidacy.
23. As the process moves into its final stages, transparency increases, with the names and biographies of the final shortlisted candidates published on the Global Fund website shortly before the Board Retreat, followed by direct engagement between final shortlisted candidates and broader members of Board constituencies following the Retreat. Confidentiality considerations nonetheless remain relevant. As transparency around the final shortlist increases, some information will remain confidential indefinitely in support of the personal and professional integrity of candidates and the integrity of the EDNC-led stage of the process, including (i) sensitive information linked to due diligence and psychometric assessment; (ii) information regarding candidates who do not move forward to the Board-level phase; and (iii) details of EDNC deliberations. Guidance for the Board, constituencies and candidates will be shared accordingly.
24. All Governance Officials are asked to **not respond to media enquiries or make public comment about any aspect of the process, and instead to forward any media enquiries** to Christy Feig, Head Communications Department, at the Global Fund (Christy.Feig@theglobalfund.org).

25. Constituencies are invited to contact the Legal and Governance Department, and/or EDNC Leadership or Board Leadership via (ED.Selection@theglobalfund.org) 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 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.