

36th Board Meeting

Board Direct Reports Selection Process

GF/B36/07

16-17 November 2016, Montreux, Switzerland

Board Decision

Purpose of the paper: This paper is submitted by the Board Chair and Vice-Chair. It describes the Executive Director terms of reference and selection criteria as well as the voting procedure and envisaged timeline for the recruitment process of the new Executive Director. This paper proposes one decision point as follows: GF/B36/DP07: Executive Director Selection Process.

I. Proposed Electronic Decision Point

1. Based on the rationale outlined below, the following decision point is recommended by the Board Chair and Vice-Chair to the Board for approval:

GF/B36/DP07: Executive Director Selection Process

1. The Board notes:

- a. Its November 2016 approval (GF/B35/EDP19) of the terms of reference of the 2016 Executive Director Nomination Committee, as set forth in Annex 1 to GF/B35/ER15; and;
- b. Consultations between the Ethics and Governance Committee and the Chair and Vice-Chair of the Board with respect to the terms of reference of the Executive Director, voting procedures for the selection of the next Executive Director, and anticipated timelines for recruiting the next Executive Director, as outlined in GF/B36/07.

2. Accordingly, the Board approves:

- a. The revised terms of reference of the Executive Director, as presented in Annex 1 to GF/B36/07, 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
- b. The voting procedure for the selection of the Executive Director, as presented in Annex 2 to GF/B36/07, which shall supersede any prior versions of voting procedures adopted for the selection of any direct report of the Board.

II. Relevant Past Decisions

2. The following summary of the relevant past decision points is provided below to contextualize the decision point proposed in Part 1 above.

Relevant Past Decision Points	Summary and Impact
<p>GF/EGC02/EDP04 Recommendation on the Executive Director Selection Process:</p>	<p>The Ethics and Governance Committee invited the Board Chair and Vice-Chair to submit to the Board for approval the decision point set out in Part I of this document (GF/B36/07).</p>
<p>GF/EGC02/EDP01: Recommendation on the approval of the Terms of Reference for the Nomination Committee for the recruitment process of the Executive Director (20 October 2016)</p>	<p>The Board approved, based on the recommendation of the Board Leadership, in consultation with the EGC and the Governance Focal Points Network, the terms of reference for the 2016 Executive Director Nomination Committee and invited the Board Leadership to submit nominations for the members and Chair of the Nomination Committee for Board approval.</p>

Relevant Past Decision Points	Summary and Impact
B26/EDP/o8: Approval of revised Terms of Reference of the Executive Director (July 2012).	The Board approved by electronic vote the revised Terms of Reference of the Executive Director for the 2012 Executive Director recruitment process.
GF/B28/13: Approval of the Voting Procedure to be used by the Board (November 2012)	The Board approved at 28 th meeting on 14 - 15 November 2012 the voting procedure to be used by the Board for the selection of the Executive Director.

III. Action Required

3. On 31 May 2017, the term of the incumbent Executive Director will expire. In accordance with Article 36.3 of the Operating Procedures of the Board and Committees of the Global Fund (“BCOP”), the Board Chair and Vice-Chair (“Board Leadership”) may, in consultation with the Ethics and Governance Committee (“EGC”), recommend for Board approval updated terms of reference of the Executive Director (“ED TORs”) and criteria for selection.

4. The Board Leadership invites the Board to approve the decision point set out in Part I of this document referring to (i) the ED TORs and criteria for selection, (enclosed in Annex 1 to this document); and (ii) the voting procedures (as set forth in Annex 2 to this document).

5. Taking into account that the decision to appoint a new Executive Director is expected to be taken by the Board at the Board Retreat at the end of February 2017/early March 2017, timing is paramount. The ED TORs and selection criteria and the voting procedures need to be swiftly approved as they are essential to the recruitment process.

IV. Background

6. As the incumbent Executive Director’s term will expire at the end of May 2017 and as he is not seeking renewal, a recruitment process must be undertaken by the Board to select and appoint a new Executive Director.

7. Pursuant to Article 36.3 BCOP, the Board Leadership may, in consultation with the EGC, recommend for Board approval revised ED TORs and selection criteria. As the Committee mandated with governance responsibilities within the Global Fund, the EGC plays a role in the recruitment process of the Executive Director of the Global Fund. In particular, the EGC advises the Board Leadership with respect to the nomination, recruitment and appointment process and reviews relevant documents and information as further provided for in the Charter of the EGC and in the BCOP.

8. In preparation of the launch of the recruitment process, the EGC undertook a comprehensive consultation with the Board constituencies in September 2016. The scope of the consultation covered three main areas: the composition and terms of reference of the nomination committee that will be appointed to assist the Board in the recruitment (“Nomination Committee”), the Board decision-making process, and the terms of reference and selection criteria for the next Executive Director.

9. Several interlinked steps must be completed in connection to the launch of the recruitment process leading up ultimately to the final selection and approval of the successful candidate. These steps include the framing of a timeline for the recruitment process, the drafting and approval of the terms of reference of both the Nomination Committee and the Executive Director, the selection and appointment

of a search firm to assist the Board in the recruitment process, and the determination of the desired profile and qualifications of the candidate.

10. A number of steps have been completed to date, namely, the appointment of the search firm, the approval by the Board of the Nomination Committee's terms of reference and the issuance of the call for nominations for positions on the Nomination Committee. Indeed, the Board approved the terms of reference of the Nomination Committee, by electronic decision point GF/B35/EDP19 on 1 November 2016. Following this approval, the Board Leadership announced a call for nominations for membership in the Nomination Committee on 3 November 2016 and it is expected that the membership of the Nomination Committee will be approved by the Board during the Board Meeting in Montreux on 16 - 17 November 2016.

11. At this stage however, the steps related to the approval of the revised ED TORs and the voting procedures must be completed.

Executive Director Terms of Reference and Selection Criteria

12. With respect to the ED TORs, the input from the consultations in September noted generally that the current Executive Director terms of reference were largely fit for purpose. Some constituencies prioritized certain skill sets, however, as a whole no significant need for change or shortcomings were identified. Largely the same conclusion was reached by the EGC at its meeting in mid-October 2016 and by the the search firm supporting the recruitment process (Russel Reynolds Associates).

13. The ED TORs and criteria for selection set forth in Annex 1 have been prepared taking into account:

- a. The Executive Director Terms of Reference adopted by the Board by electronic vote in B26/EDP/08 on 6 July 2012;
- b. Consultations with Board constituencies in September 2016 on the current Executive Director terms of reference, skills set and selection criteria;
- c. Discussions of the EGC at its second meeting in 13-14 October 2016;
- d. Feedback from Russell Reynolds Associates, the search firm assisting the Board in the recruitment process;
- e. Consultation of the members of the Management Executive Committee;
- f. Consultation with the EGC and the Board Leadership.

14. As in past recruitments, the ED TORs do not prescribe experience in specific areas in order to attract the broadest potential range of qualified top candidates. Although there was initially some discussion on changing the length of the Executive Director's term of appointment no changes in the length of term or scope of duties have been made. Accordingly, and as provided for in the BCOP, the Executive Director may be appointed for a term of not more than four years, which the Board may renew no more than once.

15. Given the importance of maintaining the management continuity process of the organization, the EGC recommends that the ED TORs provide that the Executive Director is expected to appoint a Deputy Executive Director to ensure that his/her managerial responsibilities may be efficiently carried out without interruption throughout the year, in particular during his/her absences for business-related travels.

The Voting Process

16. For the last Executive Director recruitment process in 2012, the Board had adopted, following a thorough consultative process, a voting procedure as provided for in the document *Executive Director Selection Summary of Voting Process* endorsed by the Board at its twenty-eighth meeting on 14 - 15 November 2012 in Board decision GF/B28/13 (“Summary Voting Process”). This voting procedure incorporated the “straw poll” technique and weighted voting cycles. The underlying objective was to identify the “most preferred” candidate through a series of rounds of voting. The Summary Voting Process also provided clear contingency procedures in the event of a deadlock.

17. The Summary Voting Process was discussed during the Board consultation held in September 2016 and the input received noted that the process had worked very well in the last Executive Director recruitment process and should thus be maintained. As a result very minor changes were made to the Summary Voting Process, and it is accordingly proposed that the voting process set out in Annex 2 to this document, and based on the Summary Voting Process, be used for the purposes of the current Executive Director recruitment process.

The Detailed Timeline

18. In order to outline the various steps of the recruitment process, a detailed timeline was presented and discussed at the EGC at its second meeting on 13-14 October 2016. The timeline includes key milestones that are to be reached within specific timeframes and it is based on a similar timeline that was adopted by the 2012 Executive Director Ad-Hoc Nominations Committee.

19. The revised timeline set out in Annex 3 provides the individual steps that must be undertaken in the recruitment process in order to complete the recruitment within the timelines provided. It has been revised together with Russell Reynolds Associates to take into account key milestones of the process and also changes in timing. The final and underlying milestone remains the Board’s deliberation and final appointment decision planned for the Board Retreat on 28 February - 1 March 2017.

V. Next Steps and Key Milestones in the Recruitment Process

20. The appointment by the Board of the members of the Nomination Committee, expected to be undertaken at the next Board Meeting in mid-November 2016 together with Board approval of the ED TORs, selection criteria and voting procedures will represent another significant step forward.

21. With the Nomination Committee in place and the key documentation approved, the main task in the weeks following the Board meeting will be to canvass the constituencies and carry out the broadest search to identify the most suitable candidates. The search process will be undertaken through various means including through the publication of adverts in leading international publications in English, French and Spanish. Social media and internet recruitment channels will also be used to further broaden the scope of the search. Most importantly, however, Russell Reynolds Associates will contact each constituency to not only solicit their views and opinions on the ideal candidate but also in order to identify potential candidates for the Executive Director role within the constituencies themselves.

22. The deadline for the submission of applications for the Executive Director position as stated in the adverts has been set at 5 December 2016. Thereafter the assessment and comprehensive review of the applications will be undertaken with the aim of compiling in mid-December a long list of potential candidates to be reviewed by the Nomination Committee in a meeting in mid-December 2016. The Committee will provide the Board with an overview and update of the process in an interim report which will be submitted to the Board at the end of December 2016.

23. In January 2017, the long-list of candidates will be refined through a series of interview and psychometric testing. A short-list of up four of the highest ranking candidates will be identified by the Nomination Committee and subsequently presented to the Board by the second week of February 2016

in order to provide the Board sufficient time to review the candidates. The final report to the Board will outline in detail how each candidate was assessed in terms of the selection criteria agreed by the Board.

24. The short listed candidates will be presented and discussed at the February/March 2017 Board Retreat. The Board will meet the candidates, who will be interviewed by the Board Panel. Questions to the candidates may be submitted by Board Members and the Nomination Committee; the Board interview panel will have discretion in terms of how the interview process will be carried out. It is expected that the Board will take the final appointment decision on the second day of the Board Retreat scheduled for 1 March 2017.

VI. Recommendation

25. For the reasons outlined above, the Board Leadership invites the Board to approve the decision point set out in Part I of this document referring to (i) the ED TORs and criteria for selection, (enclosed in Annex 1 to this document); and (ii) the voting procedures (as set forth in Annex 2 to this document).

Executive Director Terms of Reference

THE ROLE

Introduction

The Executive Director is the Chief Executive Officer of the Global Fund. She/he is responsible for the overall leadership and management of the Global Fund's operational and administrative functions. Working under the guidance of the Global Fund Board, the Executive Director defines the organization's strategic vision and is accountable for its implementation and the results achieved.

The Executive Director maintains strong relationships with a diverse range of stakeholders that are important collaborators in the Global Fund's mission and activities.

The Executive Director has the responsibility and accountability to set the tone for the Global Fund Secretariat's internal and external interactions by exemplifying values of high ethical standards, integrity, and fairness. She/he must act in the best interests of the Global Fund in all contexts, and is responsible for ensuring this culture prevails across the organization's employees and contractors.

Duties and Responsibilities

The Executive Director reports directly to the Global Fund Board. As head of the Secretariat, the Executive Director works closely with the leadership of the Global Fund Board and its standing Committees, the Ethics Officer and the Office of the Inspector General and the members of the Management Executive Committee.

Given the importance of maintaining the management continuity process of the organization, the Executive Director is expected to appoint a Deputy Executive Director to ensure that his/her managerial responsibilities may be efficiently carried out without interruption throughout the year, in particular during his/her absences for business-related travels.

The Executive Director's primary responsibilities are as set out below.

Managing Finance, People and Systems

The Executive Director will:

Operational management

- a. Ensure that the Global Fund's organizational structure, operational policies and other business processes are sound and able effectively to deliver on the strategic objectives (Global Fund Strategy 2017-2022) defined by the Global Fund Board;
- b. Exercise authority over personnel and human resource matters and further strengthen performance management by tracking key performance indicators across the organization;
- c. Maintain a positive work environment that facilitates collaboration and information sharing and is conducive to attracting, retaining, and motivating diverse talent;
- d. Lead the Secretariat's internal management committees as the mechanism for ensuring aligned internal leadership and implementation; and
- e. Effectively manage operational or financial matters to deliver on the mandate of the Global Fund, including by seeking additional authority from the Board as may be needed to address risks that arise proactively and effectively.

Financial management

- f. Present annual financial budgets for Board approval that link to the corporate workplan, and more routinely throughout the fiscal year, multi-year resource projections for the transparent

management of resources;

- g. Work closely with the Chief Financial Officer to ensure the overall transparent and effective financial and administrative functionality of the Global Fund and its assets; and
- h. Oversee the management and implementation of all organizational contracts according to corporate procurement systems and practices that deliver value for money and focus on the primary work of the Global Fund.

Official representation

- i. Represent the Global Fund before any competent authority (in particular any Federal or Cantonal authority of Switzerland) when delegated by the Chair and Vice-Chair of the Board.

Strategic Leadership and Delivery

The Executive Director will:

- a. Operationalize, lead and monitor the implementation of the Global Fund's Strategy 2017-2022, and ensure the effective implementation of new business models and instruments to deliver on the strategic objectives;
- b. Represent the Global Fund Secretariat at the highest level, ensuring its role within the global public health architecture is well understood, through direct engagement with policy-makers and the execution of an effective media strategy;
- c. In close collaboration with the Office of the Inspector General and the Audit and Finance Committee of the Board, ensure that there are strong fiduciary controls in place to monitor the use of Global Fund resources;
- d. Effectively manage risk in the portfolio and the Secretariat's operations, including, but not limited to, the development of rigorous management and communications systems to ensure the implementation of and strict adherence to Board decisions and other Global Fund policies in a timely manner; and
- e. Ensure meaningful monitoring and evaluation of Global Fund programs and performance and the provision of accurate analysis and routine reporting on the impact and performance of the Global Fund's grant portfolio.

Partner engagement, working with the Board, and mobilizing resources

The Executive Director is responsible for building and maintaining effective alliances as part of a coordinated response to the three diseases at the country and international levels. This includes effective interactions with and responsiveness to the full range of public and private partners that are key stakeholders in building and sustaining appropriate national level responses.

Partner engagement

To safeguard and continually strengthen the effectiveness, reputation, and profile of the Global Fund, the Executive Director will work closely with the Board and its committees to:

- a. Build and maintain effective alliances and operational collaboration with public and private partners, such as governments of implementing countries, United Nations agencies, bilateral donors, non-governmental organizations, the business sector, civil society actors, and communities affected by the three diseases;
- b. Represent the Global Fund and its work with external stakeholders to build effective partnerships with public and private entities to support the work of the Fund;
- c. Strengthen access by implementing countries and affected populations to cost-effective, innovative products and services that increase the availability of high quality, sustainable services

that are most relevant to the specific epidemiological context in which implementation is occurring;

- d. Interact with governments at the highest political level to advocate for an appropriate level of national resources to be directed to at risk populations; and
- e. Maintain effective communications with all stakeholders.

Mobilizing and sustaining resources

To support the Board in its core function of mobilizing public and private sector donors to support the mission of the Global Fund, the Executive Director will:

- f. Provide strategic guidance for resource mobilization and the implementation of the Global Fund's replenishment mechanism;
- g. Oversee and advance the development of new funding streams for the Fund, broadening the donor base and encouraging increased investment in programs from implementing countries themselves;
- h. Ensure the highest level of confidence among public and private donors in the Global Fund operations and impact to support longer term predictable financing being contributed to the Global Fund as the multi-lateral financing mechanism of choice for the three diseases; and
- i. Engage with other regional groups of implementing and non-implementing countries, communicating the Global Fund's purpose and aiming to secure their support.

Working with the Board

To support the Board in its strategic leadership of the organization, the Executive Director will:

- j. Report to the Board on the operational, administrative, and financial aspects of the Global Fund at each Board meeting;
- k. Ensure that the Board is made aware, in a timely way, of key strategic and other material operational challenges the Secretariat is encountering in the course of its work;
- l. Represent the management of the Secretariat at Board Meetings, and ensure effective and timely preparation and distribution of all materials in accordance with Board mandated policies and procedures;
- m. Participate (or nominate a delegate to participate) at all non-Executive sessions of Committee meetings, and assist the Committees of the Board, their advisory and technical panels and other support structures; and
- n. Communicate Board decisions to the Global Fund's staff, and other relevant stakeholders.
- o. Assist the Board Chair and Vice-Chair in evolving and strengthening the overall governance of the Global Fund.

CANDIDATE PROFILE

KNOWLEDGE AND EXPERIENCE

Candidates for the role of Executive Director will be able to prove their:

- Track record as senior managers of complex and internationally diverse organizations;
- Track record in building and strengthening a strong aspirational organizational culture based on the Global Fund values;
- Success as builders of mutually supportive multi-cultural teams;
- Leadership of organizations operating in changing global contexts;
- Exposure to a range of partnership models in both financing and delivery of programs;
- Sensitivity to issues relating to HR management, diversity, gender equity, and human rights internally and externally;
- Fluency in English and experience of working in a multi-lingual environment.

It will be desirable for candidates to bring:

- Credentials in the creation and cultivation of successful partnerships with governments, civil society actors, and the private sector;
- Substantive knowledge and experience in one or several of the following areas: international development, international health financing and development financing, public health and/or in responding to the three diseases and/or health systems;
- Experience of working effectively in and/or with implementing countries;
- Fluency in another language or languages.

COMPETENCIES

The core competencies required for the role are:

Operational Management Skills

- Exceptional management skills of people, finances and systems, with a proven capacity to motivate and lead an multi-disciplinary management team to achieve organizational goals according to a risk-aware implementation framework;
- Team-building ability, the capacity to instill a culture that values measurable achievement, mutual support, and compliance with organizational processes;
- A focus on sustainable results that deliver improved health outcomes for affected populations;
- A grasp of detail and an understanding of international health and/or development financing through grant and/or loan-making and grant/loan-management, or comparable financing mechanisms, balanced by well-developed delegation and senior team management skills;
- An ability to make difficult decisions when required on organizational development, balanced by experience in constructive engagement with staff on change management processes and their value to the organization as a whole;
- A facilitative approach that enables effective delivery with and through partner organizations.

Strategic Capability

- A strong analytical mind and the ability to grasp the nature and direction of the Global Fund strategy and help shape it in the future;
- The capacity to work collaboratively with a large and complex Board in the development and articulation of its vision and on its translation into tangible results and longer term impact;
- An appreciation of the issues facing partners in implementing countries and opportunities that exist to alleviate barriers to successful implementation of national programs;

- A clear focus on organizational goals amid multiple competing risks and demands, and a capacity to prioritize effectively in order to deliver results.

Advocacy and Representation Skills

- Strong public-speaking and influencing skills;
- Presence, gravitas, humility and empathy in dealings with partners from a variety of backgrounds;
- An ability to engage and operate effectively at the highest political levels;
- Understanding of and an ability to strategically lead on resource mobilization activities.

Personal Attributes

- Strong inter-personal skills;
- Role model of ethical standards and integrity;
- Familiarity and ease with a variety of cultures and comfort with diverse groups;
- Strength of personality and robustness of intellect;
- Sound judgment combined with humility and a focus on personal development and continued learning;
- The ability to work with a multi-constituency board as a credible partner: informing its decisions and deriving the maximum advantage for the Global Fund from its collective experience.

Location

The Executive Director will be based at the Global Fund's Secretariat in Geneva. She/he will travel extensively.

The working language of the Fund is English, with many other languages spoken.

Term of Appointment and Performance Expectations

The performance-based approach the Fund adopts to its programs, applies also to its leadership. The anticipated initial term of appointment for the Executive Director is for four years. Employment is strictly subject to performance against an agreed set of criteria through an annual review process.

EXECUTIVE DIRECTOR SELECTION**Summary of Voting Process****1. Background**

- 1.1 This paper summarizes the Board-endorsed voting process for selection of the next Executive Director (ED). It largely reproduces the Summary of Voting Procedure endorsed by the Board at its twenty-eight meeting on 14 - 15 November 2012 in Board decision GF/B28/13.

2. The Voting Procedure*Generally*

- 2.1. Throughout the process, all votes will be done anonymously. All ballots will be collected and counted by the Global Fund's Legal and Compliance Department, and subsequently held under confidential file. Consequently, each Board member may be assured that his/her vote will not be revealed to anyone. All Board members will be required to sign a confidentiality undertaking on the first day of the Board Meeting, which will govern all executive sessions. In order to further safeguard confidentiality, use of any communications technology (e.g., mobile phones, computers, iPads) will not be allowed during executive session.
- 2.2. Unless a very clear consensus exists following an initial 'straw poll' described below, voting will proceed through three rounds of weighted voting, ultimately producing the most preferred candidate. The Board will then formally vote on that candidate.

Straw Poll

- 2.3. Before the start of the formal voting process, the presence of consensus will be 'tested' through an informal process referred to as a 'straw poll'. The results of the straw poll will be purely for information and non-binding. The straw poll will occur by weighted voting, which asks Board members to allocate points to candidates by order of preference, as follows:
- First preference: 5 points
 - Second preference: 3 points
 - Third preference: 1 point
 - Fourth preference: 0 points
- 2.4. Board members are encouraged to rank all candidates by order of preference. However, Board members are not required to allocate points to all candidates, and can instead provide points to a subset. For example, a Board member could rank only one candidate in the straw poll, instead of all four. In this example, the Board member's ballot would provide five points to the selected candidate, and the remaining points (3 and 1) would be unused.
- 2.5. The points given to each candidate will be added together, and the final tally will be announced by the Board Leadership. The voting ballot for the straw poll will follow the same form as the one enclosed below.

Weighted Voting Cycles

- 2.6. Unless a very clear consensus for a single candidate exists after the straw poll, the 'most preferred' candidate will be identified through multiple weighted voting cycles.
- 2.7. Board members will be asked to rank candidates by points in the same manner as the straw poll as described above (using substantially the same voting ballot).

- 2.8. With each cycle, the candidate with the least number of total votes will be removed from consideration. Ultimately, the weighted voting cycles will result in a single ‘most-preferred’ candidate.

Final Affirmative Vote

- 2.9. Following identification of the most-preferred candidate, he/she receives an up-or-down vote by the Board (i.e., Yes/No). Consistent with the Bylaws, in order for the vote to pass, there must be an affirmative two-thirds majority vote of each of the donor and implementer blocs.¹ With such affirmative vote, the candidate will be selected as the next Executive Director of the Global Fund.

3. Contingency Procedures in the Event of Ties/Deadlock

- 3.1. While the affirmative voting process reduces the possibility of ties between Board votes or deadlock, the risk nevertheless exists. Two candidates could be tied for the lowest number of votes. In addition, during the final vote, the Board could fail to reach a two-thirds affirmative vote from both blocs. In order to steer the Board through such situations, the Board Leadership will be regularly advised by the Legal and Compliance Department of general voting patterns and trends. Such patterns and trends will not be constituency or bloc specific as all votes remain anonymous.
- 3.2. Contingency procedures will be approved by the Board in advance of any voting. Advance approval ensures the procedures are reviewed and approved on their merits alone. This is by contrast to an approach that addresses ties/deadlocks as they arise, which has the potential of allowing purely procedural decisions to be influenced by the substance of the Board’s deliberations. Set out below are the two contingency procedures proposed for Board approval by the Board Leadership.
- 3.3. Contingency Procedure #1. In the event of a tie during the weighted voting cycles, the tie will be resolved through the following process: (i) allowing the more-preferred candidate to proceed (i.e. pass forward the candidate with the higher number of 1st and 2nd place points); (ii) if the tie persists, repeating the voting cycle; and (iii) if the tie continues to persist, removing both candidates from consideration.
- 3.4. Contingency Procedure #2. In view of the risk of deadlock in the final affirmative vote, the Board will be asked to approve the gradual lowering of the voting threshold until the final candidate is approved, as follows:
- Qualified Two-Thirds Majority vote: Two-Thirds Majority by the full Board and Simple Majority in each of the donor and implementer blocs.
 - Simple Two-Thirds Majority vote: Two-Thirds Majority by the full Board, without regard to blocs.
 - Simple Majority vote: Over 50% of the vote by the full Board, without regard to blocs.

¹ As described in the Operating Procedures of the Board and Committees of the Global Fund to Fight AIDS, Tuberculosis and Malaria (“BCOP”), the donor bloc (or Donor Voting Group) refers to the group encompassing the eight donor country representatives, one private sector representative and one private foundation representative; the implementing bloc (or Implementer Voting Group) refers to the group encompassing the seven developing country representatives, the two nongovernmental organization representatives, and the representative of a nongovernmental organization who is a person living with HIV/AIDS or from a community living with tuberculosis or malaria.

Indicative Voting Ballot

VOTING BALLOT

2016 EXECUTIVE DIRECTOR SELECTION PROCESS

Points	Candidate Name
5	
3	
1	
0	