



UNAIDS/PCB/Extraordinary Meeting/EM1.3
2 October 2008

**Report of the Extraordinary Meeting of the UNAIDS
Programme Coordinating Board
Geneva, Switzerland
2 October 2008**

1. OPENING OF THE MEETING AND ADOPTION OF THE ANNOTATED AGENDA

1. The Extraordinary Meeting of the UNAIDS Programme Coordinating Board (PCB) took place at the Palais des Nations in Geneva, Switzerland, on 2 October 2008. The agenda for the meeting is attached as Annex 1.
2. The Chair, The Honorable Dr Mark Dybul (Ambassador, US Global AIDS Coordinator-PEPFAR) welcomed all participants and observers to the meeting. He asked the Board to observe one minute of silence to remember those who have passed away from AIDS since the last meeting.
3. The Chair opened the meeting and asked the Board to adopt the revised annotated agenda (UNAIDS/PCB/Extraordinary Meeting/EM1.1/Rev.1), which was adopted without amendments. Mindful of the fact that the Committee of Cosponsoring Organizations (CCO) would meet on 7 October, the Board agreed, on an exceptional basis, to authorise the Programme Coordinating Board Bureau to approve the report of the PCB Extraordinary Meeting for timely transmission to the CCO.
4. Recommendations made by the PCB with respect to this item can be found in paragraphs 1 and 2 of the "Recommendations" in Annex 2.
5. Dr Peter Piot, Executive Director of UNAIDS, welcomed delegates to the meeting and said he believed the current process for selection of the next Executive Director of UNAIDS set standards in transparency in the UN system. He updated the Board on a number of important international events that have taken place since April 2008 and have focused on AIDS and where there had been discussions about UNAIDS as a pioneer on harmonization and alignment: the United Nations High Level Meeting on HIV/AIDS; the International AIDS Conference in Mexico; the Accra High Level Development Forum; and the High Level Event in New York on the Millennium Development Goals. Dr Piot's message at each of these events had been that we are making progress – but this progress is far from uniform, and many serious challenges lie ahead.
6. The 2008 Global Report on the epidemic shows that a number of countries are now making a very serious effort on AIDS. As a result, there has been a reduction in new HIV infections and AIDS-related deaths. UNAIDS's aim within the current Unified Budget and Workplan is to support countries in developing and implementing national AIDS strategies so these positive trends continue into the future. Country focus has been – and will continue to be – Dr Piot's own priority for the rest of his term as Executive Director of UNAIDS. This work was possible thanks to the generosity of donors – new supporters like Bulgaria, and countries such as Greece, Spain and Turkey that have considerably increased their contributions. Dr Piot was particularly grateful to those countries such as the Netherlands that have followed others, such as Belgium, Ireland and the United States, in making multi-year pledges. He urged those that have not yet contributed to the current Unified Budget and Workplan to do so.
7. Dr Piot also noted support to countries was further strengthened by UNAIDS's increasingly close working relationship with the Global Fund to Fight AIDS, Tuberculosis and Malaria. Dr Piot said he and Michel Kazatchkine share a commitment to broadening and strengthening this partnership and had identified synergy as an important and ongoing task for the future. One important sign of progress was much greater UNAIDS involvement in supporting countries in putting together successful proposals for Round Eight grants. UNAIDS is also now providing technical assistance throughout the lifecycle of a grant as well as helping to strengthen governance aspects – including the functioning of Country Coordinating

Mechanisms. Dr Piot noted that the recent introduction of an Enterprise Resource Planning system by WHO had affected, and was continuing to affect detrimentally, the UNAIDS implementation rate and this was impeding some country level support.

8. Dr. Piot noted the Secretariat had provided support to the Search Committee for the next Executive Director of UNAIDS and he had introduced a code of conduct for staff that was designed to contribute to the integrity of the process. Finally, with respect to the remainder of his tenure as Executive Director, Dr Piot said that he will concentrate on three priorities: ensuring the political positioning of AIDS and UNAIDS; consolidating the management of the Secretariat; and ensuring a solid funding base for 2009.

2. NOMINATION OF THE NEXT EXECUTIVE DIRECTOR OF UNAIDS

2.1 Report of the Search Committee

9. The Chair noted it is always a challenge when an organization changes leadership, and this is especially true given the historic nature of Dr Piot's tenure as Executive Director. The PCB and the Search Committee recognized the need for continuing and building upon UNAIDS's transparency, inclusiveness and respect for diversity, while balancing confidentiality and privacy issues. Finally, he noted the PCB would have an opportunity to look at the lessons learned from this process at its 23rd meeting in December 2008.
10. The Chair of the Search Committee, Her Excellency Ambassador Marie-Louise Overvad (Denmark), presented the Report of the Committee (UNAIDS/PCB/Extraordinary Meeting/EM1.2). She said the Committee had encountered only one problem – a paucity of highly-qualified candidates. The Committee extended the application period for ten additional days and renewed its appeal to Board members and other stakeholders to encourage applications and nominations from suitable candidates.
11. The Search Committee drew the attention of the Board to the fact that, even with the extended deadline, there was only a limited pool of applicants from which to select. The Committee regretted that a professional recruitment firm had not been engaged, which could have encouraged applicants from outside the UN system.
12. The Search Committee worked within the decisions of the 22nd meeting of the PCB and acted throughout on the basis of consensus. Further, the Committee worked independently of UNAIDS, with outside premises and support. The Committee members adhered to a code of conduct to ensure the confidentiality and impartiality of the Committee proceedings and to protect the privacy of the applicants. Two members of the Committee recused themselves during interviews and discussion of one candidate to avoid the appearance of conflict of interest.
13. To ensure that applicants were assessed on merit only, the Committee developed a scoring tool that reflected the priorities prescribed by the PCB. The following eleven competences were marked from 0-2 with a maximum score per candidate of 22:
 - a. Education;
 - b. Languages;
 - c. Current position;
 - d. Content of, and vision for, UNAIDS, as expressed in the letter of interest;
 - e. Managerial/senior executive experience;
 - f. Understanding of HIV/AIDS and proven commitment in the fight against the epidemic;

- g. Evidence of international standing on public health, HIV/AIDS and/or development issues;
 - h. Experience in establishing public health policy and/or implementation of large public health programs;
 - i. Experience in successful advocacy, public outreach and representation;
 - j. Experience in successful partnering to expand program reach through diverse constituencies, including outreach to communities, private sector and governments; and
 - k. Evidence of a record of performance that incorporates the promotion of human rights, gender equality and GIPA principles.
14. From the 117 applicants, the Search Committee interviewed 7 who were selected from a group of 14 that had “met requirements” or who were judged “highly appropriate for the position.”. Each interviewed candidates was asked a series of standard questions and then one or two individual questions that reflected his or her background. The Committee discussed the substance of the responses as well as the impression of the candidate as a senior executive. The final list of four candidates was selected by consensus and was then ranked in two tiers on an equal basis within each tier.

2.2 Consideration of the short list for the position of Executive Director of UNAIDS

15. In considering the short list, the Chair first invited a discussion of the competencies and experience the PCB is seeking in the next Executive Director. Discussion was based upon the competencies previously agreed by the Board at its 22nd meeting in April 2008 and was intended to provide guidance to the CCO and the UN Secretary-General in their deliberations.
16. The NGO Delegation recalled the guiding principles of the work of UNAIDS as agreed at the 20th Board meeting. They also said the Executive Director should be: committed to implementing the core principles as set out in the 2006 Political Declaration and the UNAIDS Strategic Framework for support to countries; have an understanding of working in developing countries and within a multisectoral response; and have a proven track record and commitment to the core values of UNAIDS, including human rights, gender equality and GIPA principles.
17. A number of Board members, in considering the list of competencies, noted some were a fundamental requirement: leadership experience; knowledge of the UN and UNAIDS values and principles; a proven track record in, and commitment to, working with civil society and networks; and strategic vision. The Executive Director also needs to possess diplomatic and language skills and have the competence and strength to deal with sensitive issues, such as those related to vulnerable groups. He or she should have demonstrated a proven track record in the response to AIDS at the national, global and regional levels.
18. Many Board members also recognised the changing architecture of the AIDS response and the need for the Executive Director to build upon UNAIDS’s work to establish a long term strategy, including a new emphasis on prevention and a focus on delivery. A commitment to UN reform as enshrined in the Triennial Comprehensive Policy Review (TCPR), the Global Task Team recommendations, and the Accra Agenda for Action, was also critical. The Executive Director should be cognisant of the relationship between headquarters and the Cosponsors and the need to support country teams.

19. With respect to country focus, the successful candidate must show sensitivity and respect for cultural differences, have political acumen, be able to inject dynamism and to implement fully the concept of delivery as one, to increase the impact at country level, and to provide technical assistance in support of the “3 Ones”. In this regard, a large number of members commented on the value of selecting an Executive Director from the developing world, most notably Africa, which continues to bear the brunt of the AIDS epidemic.
20. Finally, many members expressed the need for the Executive Director to be a successful manager of both human and financial resources and an effective fund raiser.
21. In conclusion, the PCB agreed to emphasize nine competencies, which can be found in paragraph 3 of the “Recommendations” in Annex 2.
22. The Chair then invited general comments on the short list of four candidates. The PCB welcomed the fact that the list had been produced on the basis of agreed competencies. Some members appreciated the inclusion of candidates from regions most affected by the pandemic, regretted the limited list of candidates, and noted that all the candidates had something to contribute.
23. The NGO Delegations said they stood ready to work with any of the candidates and highlighted three issues they believed were critical in selecting the new Executive Director: a demonstrated commitment and proven track record in addressing human rights, women’s rights and gender equality, GIPA and the meaningful engagement of civil society; the ability to lead the Organization in consensus building among different stakeholders; and a proven track record in managing change, mindful of the upcoming report of the Second Independent Evaluation.
24. The PCB then considered each of the four short-listed candidates in turn by alphabetical order. PCB participants made the following observations about the candidates and their qualifications.

Mr Tim Barnett

25. The NGO Delegation commended Mr Barnett for his engagement with civil society in building policy and noted that his work experience was both valuable and transferable. They noted his twenty-five years of managerial, political and legislative experience, some with civil society groups, and highlighted his work on law reform.
26. Two members found the candidate to be worthy of further consideration and noted his considerable strengths in managing complex relationships and his leadership on legislative and parliamentary reform. It was suggested that, during the next stage in the selection process, he be asked about his senior management and leadership experience, particularly at the global level.

Mr Stefano Bertozzi

27. The NGO Delegation noted his long history of commitment to, and knowledge and experience of, UNAIDS. Mr Bertozzi is a respected researcher with a long list of publications and is a successful grant writer and fundraiser. His willingness to defer to two of the other short-listed candidates suggests he is a team player.
28. One member noted the strengths of Mr Bertozzi’s scientific and academic record and requested that he be questioned about his vision for UNAIDS, which had been noticeably missing from his application.

Mr Michel Sidibe

29. The NGO Delegation noted Mr Sidibe possesses a strategic vision for the response to AIDS based on human rights and GIPA. They further noted his demonstrated ability to engage with a broad range of actors in complex situations and his approachability. They valued his multisectoral approach and his work on scaling up towards Universal Access. He has the advantage of having worked at all levels and understands grass-root challenges and needs. He has demonstrated an ability to work effectively with all stakeholders, and would provide continuity to the Organization. The NGO Delegations of Africa, North America, Asia and Pacific, Europe, Latin America and the Caribbean gave their support to Mr Sidibe's candidacy.
30. A large majority of PCB members and many observers endorsed Mr Sidibe's candidacy, with many speaking on behalf of their constituencies or regional groups. They emphasized the value of his work at global and country level and his extensive involvement in the development of, and advocacy for, Universal Access targets. They noted his deep understanding of the epidemic and his clear vision on how to tackle AIDS, with an emphasis on prevention. He has strong public health experience, has launched several international initiatives, and is capable of mobilising resources. His work on the Global Task Team had pushed action to the country level. He consistently promotes the principle of country ownership and UNAIDS's role in supporting countries' efforts to implement their national strategies.
31. Many members said Mr Sidibe has shown himself to be an advocate of human rights and has worked effectively in bringing together the international community, including vulnerable groups and those silenced by stigma. They noted his strong linguistic and communication abilities, his political skills and his results-oriented record, all of which will enable him to keep AIDS on the political agenda. They also highlighted his experience in the UN system, his close links with UNAIDS stakeholders, his success in managing UNAIDS' unique structure, and his proven ability to translate global policy into action.
32. With respect to next steps in the selection process, one delegation suggested that Mr Sidibe be asked to elaborate on his specific role in high level activities and his ability to lead an organization focused on resource management.

Ms Debrework Zewdie

33. The PCB NGO Delegation recognised Ms Zewdie has a long and committed career to the response to AIDS and has led some very important efforts to scale up HIV programming. Her letter of support from the Global Fund to Fight AIDS, Tuberculosis and Malaria attests to her strong management skills. The NGO Delegation's would have liked further information about the candidate's in-country experience, knowledge of implementation challenges on the ground, work with civil society, her capacity to work in more than one UN language, and her track record of understanding and integrating a human rights framework into the AIDS response.
34. One member noted Ms Zewdie's high calibre, professional background and vision. They noted she was fully cognisant of current challenges and is an inspiring leader capable of injecting new vision and dynamism. Ms Zewdie has worked in the AIDS response for twenty years in many roles, including scientist and strategist. She had experience in managing programmes and a proven track record in managing change and innovation to achieve results. As a founder Global Coordinator she had made the cosponsored structure of the Joint Programme a working reality and is a strong advocate for women's health.

35. Three other members recognised Ms Zewdie's position as a tier one candidate and her considerable strengths based on international and management experience, clear vision, clinical and public health knowledge, and strong leadership. One delegation suggested that, during the next stage in the selection process, she be asked about her experience at a level comparable with that of Executive Director and about building partnerships and teams.
36. Recommendations made by the PCB with respect to this item can be found in paragraph 4 of the "Recommendations" in Annex 2.

2.3 Discussion of the Report of the Search Committee

37. The meeting concluded with an expression of thanks to the Search Committee for its work and recognition that the process had been a good example of the meaningful engagement of civil society.
38. Recommendations made by the PCB with respect to this item can be found in paragraph 5 of the "Recommendations" in Annex 2.

ANNEX 1

30 September 2008



UNAIDS/PCB/Extraordinary Meeting/EM1.1/Rev.1

EXTRAORDINARY MEETING OF THE PROGRAMME COORDINATING BOARD

Extraordinary Meeting

Date: 2 October 2008

Venue: Room XVIII, Palais des Nations, Geneva

Time of meeting: 09h00 - 12h30 and 14h00 - 18h00

Draft Annotated Agenda

Thursday, 2 October

1. Opening of the meeting and adoption of the agenda
2. Nomination of the next Executive Director of UNAIDS
 - 2.1 Report of the Search Committee

*The Chair of the Search Committee will introduce the full report of the Committee.
Document: UNAIDS/PCB/Extraordinary Meeting/EM1.2*
 - 2.2 Consideration of the short list for the position of Executive Director of UNAIDS

The Board will receive, as part of the report from the Search Committee, a short list of candidates for the position of Executive Director. Comments from the Board, including recommendations, will be consolidated into a report to be sent to the Chair of the Committee of Cosponsoring Organizations by the PCB Chair. The Chair will structure the discussion in three steps:

 - a. *A discussion of the desired competencies and experience the PCB is seeking in the next Executive Director of UNAIDS, based upon decision 9.3 of the 22nd PCB meeting held in Chiang Mai in April 2008;*
 - b. *General comments on the short list; and*
 - c. *Interventions by the Board and observers on each short-listed candidate in turn, taken in alphabetical order.*

2.3 Discussion of the Report of the Search Committee

The Chair will invite comments on the Committee report. Any such comments will be reflected in the consolidated report of the PCB meeting.

3. Adoption of recommendations

Draft recommendations will be presented for adoption.

ANNEX 2

2 October 2008



Extraordinary Meeting of the UNAIDS Programme Coordinating Board Geneva, Switzerland 2 October 2008

Recommendations

The UNAIDS Programme Coordinating Board:

Recalling the Process for the Nomination of the Executive Director that was agreed at the 22nd Programme Coordinating Board meeting held in April 2008 that included a number of steps, inter alia, that a “*short list of candidates [be] sent to the PCB for consideration at an extraordinary (one day) meeting of the Board.*” (Decision 9.7);

Recognizing the creation of the Search Committee and the adherence to the Board-approved process;

Agenda item 1: Opening of the meeting and adoption of the agenda

1. *Adopts* the agenda as contained in document UNAIDS/PCB/Extraordinary Meeting/EM1.1/Rev. 1;
2. *Noting* the exceptional nature of the Extraordinary Meeting and the need to keep to the previously agreed timeline for the nomination process, *authorizes* the Programme Coordinating Board Bureau to approve exceptionally the report of the meeting, on behalf of the Board, for timely transmission to the Chair of the Committee of Cosponsoring Organizations;

Agenda item 2.2: Consideration of the short list for the position of Executive Director of UNAIDS

3. *Confirming* decision 9.3 of the 22nd Programme Coordinating Board meeting, *emphasizes* the following as being key competencies and experience that the Board is seeking in the next Executive Director of UNAIDS:
 - a) Clear vision on the current and future response to AIDS;
 - b) Strategic thinking on ownership and engagement of partners and stakeholders on development issues;
 - c) Commitment to implementing the core principles of the Joint Programme as articulated most recently through the 2006 UN General Assembly Political Declaration on HIV/AIDS,

the 2007-2010 Strategic Framework for UNAIDS Support to countries' efforts to move towards universal access, and the 2008-2009 Unified Budget and Workplan;

- d) Vision, understanding and strategic thinking on the challenges and opportunities that face UNAIDS;
 - e) Excellent inter-personal skills, cultural and gender sensitivity and respect;
 - f) Excellent understanding of working in developing countries, including implementation challenges;
 - g) Experience working with a multisectoral response, such as international organizations, governments, NGOs, civil society and the private sector;
 - h) Proven track record and commitment to the core values of UNAIDS including promoting human rights, gender equality and GIPA principles; and
 - i) Preference for fluency in one working language and another working or official language of the United Nations, and, ideally, knowledge of at least one other official United Nations language;
4. Having given careful consideration to the strengths of each of the short listed candidates against the competencies for the position of Executive Director as agreed at the 22nd Programme Coordinating Board meeting:

Noting the positive attributes of all short listed candidates; and

Noting the majority acknowledged the skills of the two candidates shown as tier one in the Report of the Search Committee, and that strong support was expressed for a specific candidate, Michel Sidibe;

- a) *agrees* that comments from delegations will be summarized in the report of the meeting for transmission to the Committee of Cosponsoring Organizations; and
- b) *recommends* that the Committee of Cosponsoring Organizations take into account the views expressed by the Programme Coordinating Board and reflected in the report of the meeting in the next stage of the selection process.

Agenda item 2.3: Discussion of the Report of the Search Committee

5. *Takes note* of the report of the Search Committee and *expresses* appreciation for the Committee's work.