



## PROCESS AND TERMS OF REFERENCE FOR THE SEARCH COMMITTEE FOR THE NOMINATION OF UNAIDS EXECUTIVE DIRECTOR

### BACKGROUND TO THE PROCESS TO NOMINATE THE NEXT EXECUTIVE DIRECTOR OF UNAIDS

At its 43<sup>rd</sup> PCB meeting in December 2018, the Programme Coordinating Board called for the immediate initiation of the selection process for the next UNAIDS Executive Director.

3.2 *Calls* for the immediate initiation of the selection process for the next UNAIDS Executive Director.

The 2019 nomination process will build on the processes of 1994 and 2008 (described in Annex 1 and 2), which remain solid references, while taking into account the evolution in the epidemic, the response, and global governance and health architecture, including UN reform.

#### **2019 Nomination process**

At its meetings on 8 and 30 January 2019, the PCB Bureau agreed to the following steps in response to decision 3.2 of the 43<sup>rd</sup> PCB meeting in December 2018:

- In view of the very tight timeline, and the PCB's decision on "immediate initiation of the selection process for the next UNAIDS Executive Director", the PCB Bureau<sup>1</sup> agreed that it was critical to immediately consider the options for the establishment of a Search Committee.
- The Bureau noted the importance of organizational stability and of supporting the UN Secretary-General in ensuring the shortest possible time from the 44<sup>th</sup> meeting of the PCB in June 2019 to the appointment of the next UNAIDS Executive Director, calling for immediate action by the Board.
- The need for moving swiftly is further accentuated by the October 2019 replenishment of the Global Fund for the Fight Against AIDS, Tuberculosis and Malaria and the importance of UNAIDS as a key partner to the Global Fund.
- The Bureau recalled that the next UNAIDS Executive Director would be appointed by Secretary-General upon recommendation of the Committee of Cosponsoring Organizations (CCO) following consultation with Member States and other interested parties, including the PCB NGO delegation.
- The Bureau also recalled decisions 8.a-8.e from the 23<sup>rd</sup> meeting of the PCB with respect to future Executive Director nomination processes and the Board's requests for the PCB Bureau to consider five specific suggestions.

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<sup>1</sup> [http://www.unaids.org/en/resources/documents/2019/PCB\\_Bureau\\_8-Jan-2019](http://www.unaids.org/en/resources/documents/2019/PCB_Bureau_8-Jan-2019)

- In the light of the compelling arguments for swift action, the PCB Bureau agreed to follow a fast track approach for the establishment of the Search Committee by building on the composition of the 2019 PCB Bureau and putting this proposal forward for intersessional decision-making by the PCB.

The Search Committee would, similarly to the 2008 process, elect its Chair from its membership once constituted.

- Recalling the PCB's decision of immediate initiation of the process, the PCB Bureau agreed to draw on the process and decision points from the 22nd PCB in 2008, and that the PCB Chair <sup>2</sup> should use the intersessional decision making of the PCB to agree the following:
  - The process for the selection of the next UNAIDS Executive Director;
  - The creation of a Search Committee to oversee the process;
  - The composition, process for establishment, and code of conduct of the Search Committee;
  - The competencies and experience for the position of Executive Director;
  - The budget for the nomination process; and
  - The inclusion of an agenda item during the Special Session of the PCB in March 2019 to approve the process and timeline proposed by the Search Committee.

## COMPOSITION OF THE SEARCH COMMITTEE

- It is suggested that the Programme Coordinating Board considers building on the 1994<sup>3</sup> process as modified in 2008 <sup>4</sup> and taking into account the recommendations of the PCB to the PCB Bureau for adjustment of the process from its 23<sup>rd</sup> meeting in December 2008. Further changes to the 2008 model are suggested based upon the need to respect the role of the ECOSOC geographic distribution of Member States and to enable each regional grouping of member states to be represented equally. As agreed in the process for the nomination of the UNAIDS Executive Director in 2008<sup>5</sup>, only representatives of current Board members or participants (in the case of the Cosponsors and PCB NGO delegation) may be eligible to be a member of the Search Committee. It is also proposed that the PCB NGO Delegation have 2 members and the Cosponsors have 4 members in the Search Committee: Therefore, **the Programme Coordinating Board is invited to agree to the following model as recommended agreed by the PCB Bureau for the composition of a Search Committee:**
  - **Bureau members +**

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<sup>2</sup> Where the Chair of Programme Coordinating Board is referenced in this document, it should be understood that the Chair will work in consultation and agreement with the Programme Coordinating Board Bureau in carrying out these responsibilities

<sup>3</sup> Resolution 1994/24 of 26 July 1994 concerning the Joint and Cosponsored United Nations Programme on Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome (HIV/AIDS)

<sup>4</sup> Decisions of the 23<sup>rd</sup> PCB meeting :

[http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20081208\\_pcb\\_23\\_decisions\\_en.pdf](http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20081208_pcb_23_decisions_en.pdf)

<sup>5</sup> [http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080411\\_item\\_4\\_process\\_for\\_nomination\\_of\\_exd\\_final\\_en.pdf](http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080411_item_4_process_for_nomination_of_exd_final_en.pdf) and

[http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080425\\_pcb\\_finaldecisions\\_en.pdf](http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080425_pcb_finaldecisions_en.pdf)

- **Member States:** China (representing Asian ECOSOC regional group); US (representing WEOG ECOSOC regional group); Belarus (representing Eastern European ECOSOC regional group). In addition, the Chair of the PCB will issue a call to the two remaining ECOSOC regional groups that are not represented in the Bureau; Africa and Latin America and the Caribbean.
- **PCB NGOs:** The two PCB NGOs represented in the Bureau.
- **Cosponsors:** UNFPA representing the Chair of the CCO. In addition, the Chair of the CCO will designate three additional Cosponsors.
  
- The Secretariat shall only provide logistical support to the Search Committee, including travel and meeting arrangements, as necessary. It will participate in meetings only as note taker (a single individual) at the explicit request of and working directly with the Chair of the Committee, as necessary. The procurement rules of UNAIDS Secretariat will be used for recruitment of support mechanisms as requested by the Search Committee.

## PROCESS FOR THE ESTABLISHMENT OF THE SEARCH COMMITTEE

- As soon as possible after PCB approval of the Terms of Reference, the Chair of the Programme Coordinating Board will invite proposals for membership from the Africa and Latin America and Caribbean (PCB member states) regions, the NGO Delegation, and the CCO with the attached terms of reference; each group should present a consensus nominee;
- If the number of nominations exceeds or is less than the number of places on the Committee for a constituency/regional group, the Chair of the Programme Coordinating Board will contact all members of that constituency/regional group represented on the Board for further discussion and agreement;
- Once the Committee is established, the Chair of the Programme Coordinating Board will communicate the names of the members to all Member States, PCB NGOs and Cosponsors;
- The Search Committee shall elect a Chair from within its membership.

## SCOPE OF WORK OF THE SEARCH COMMITTEE

The Search Committee will:

- Determine the level of support required to conduct the search for candidates, consider options for obtaining support, including but not limited to within the UN system or a private search firm, and agree on a mechanism for support. Guide and oversee the work of the support mechanism;
- Consider the scoring tool developed by the 2008 Search Committee to evaluate the candidates and develop it further, if necessary;
- Provide an update on the selection process to the Special Session of the Programme Coordinating Board in March 2019, provide a note of each meeting of the Search Committee to the PCB members, and prepare a report of the work of the Committee, including the shortlist of candidates, to be presented to the PCB meeting in June 2019;
- Develop the text of advertisement and distribute to the PCB;
- Ensure that in addition to the advertisement, a process for submitting nominations and individual applications will be established and duly adhered to;
- Conduct interviews to screen candidates and evaluate them against the core competencies;

- Be responsible for submitting to the Chair of the CCO the outcomes of the nomination process including the guidance from the PCB;
- The Chair of the Search Committee will participate as an observer in the CCO interviews of candidates.

## **MODALITIES OF WORK OF THE SEARCH COMMITTEE**

The Search Committee will:

- Elect a Chair from within its membership;
- Follow the code of conduct signed by all members;
- Elicit candidates from the broadest diversity in terms of gender, nationality, culture and educational background, including encouraging and welcoming geographical diversity of candidates;
- Decide on the use of a recruitment support mechanism to assist the search and vetting of applicants;
- Refine and ensure that the process for submitting nominations and individual applications is duly adhered to according to an agreed upon timeline;
- Agree upon a scoring tool to evaluate candidates in line with the agreed competencies and experience for the position of Executive Director;
- Conduct interviews to screen candidates and evaluate them against the desired core competencies and experience as agreed in the competencies and experience for the position of Executive Director;
- Prepare a report of the work of the Search Committee for the PCB's consideration of the shortlist of candidates;
- Be responsible for submitting to the Chair of the Committee of Cosponsoring Organizations (CCO) a report of the process and the outcomes including the short list of candidates in order of preference together with any comments and recommendations of the PCB;
- The Chair of the Search Committee will participate as an observer in the CCO interviews and nomination process. The CCO may also meet in closed session.

## **CODE OF CONDUCT FOR THE SEARCH COMMITTEE FOR THE SELECTION OF THE UNAIDS EXECUTIVE DIRECTOR**

- Members of the Committee, although nominated by the PCB constituencies, do not represent any particular constituency. They do not take instructions from, provide information to, nor act according to the particular interests of any constituency;
- No committee member shall advocate for, or influence the nomination process, in favour of a particular candidate;
- The actions and deliberations of Committee members will be objective and impartial;
- The members will weigh the merits of the candidates, in arriving at a recommended shortlist. The members will not come to meetings predisposed to advocate for a particular candidate;
- Members will give full and thorough consideration to all candidates on the basis of merit and competencies, without regard to nationality, race or gender;
- The meetings of the Search Committee will be closed. Members will observe the highest standards of impartiality, neutrality, confidentiality, respect for due process and selection based solely on merit;
- Members are expected to attend all meetings (exceptions may be made in force majeure situations). Members will not be represented by alternates or substitute members;

- Deliberations will be conducted in private and members will respect confidentiality regarding the whole process, both during and after the process. The views and statements of the different members will not be repeated, summarized, or referred to by members outside the meetings;
- Members commit to not quote any individual views of other members;
- The overall Executive Director selection process will be transparent. A report of each Search Committee Meeting will be published on the UNAIDS PCB website in English and French.
- The Committee as a whole is expected to adhere to the agreed timetable.

## COMPETENCIES AND EXPERIENCE FOR THE POSITION OF EXECUTIVE DIRECTOR

For the purpose of shortlisting candidates, there will need to be an agreed outline of desired competencies and experience for the position. Building upon the existing job description, the Search Committee should agree upon desired competencies and experience for the position of Executive Director of UNAIDS:

### **Strategic Leadership:**

- Extensive experience – ideally more than 18 years – of successful management and leadership in complex public, private or international organization(s);
- A good understanding of the United Nations system and ability to lead efforts for a more effective and coherent United Nations response at all levels;
- Proven leadership, vision and strategic thinking with a proven track record;
- Clear vision on the current and future response to HIV/AIDS, including in the most affected regions;
- Vision, understanding and strategic thinking on the challenges and opportunities that face UNAIDS;
- In-depth knowledge of the HIV epidemic and response as well as expertise and experience in promoting and commitment to public health, human rights, and gender equality;
- Knowledge and appreciation of vulnerable groups and those affected by the HIV epidemic;
- Strong analytical, creative and technical skills, experience, and ability to drive forward the agenda for epidemic control and effective use of available resources;
- Energetic leader with political skill set to effectively facilitate resource mobilization;
- Demonstrated commitment to promote involvement of people living with, or affected by HIV;
- Political and cultural sensitivity, as well as external representation skills, with proven ability to relate and work effectively and strategically within a multicultural environment;
- Excellent communication and advocacy skills at all levels, including with Heads of State, Ministers, heads of other UN agencies and international organizations, civil society and private sector organizations, as well as with the wider public;
- Proven ability to build trust and confidence and foster cooperation among a diverse set of constituencies;
- Demonstrated leadership in safeguarding integrity, accountability, and transparency;
- Understanding of governance processes at the international or national level; and
- Strategic thinking on ownership and engagement of partners and stakeholders on development issues.

### **Strategic Management**

- Competence in staff management and administration processes within international organizations, public or private sectors, NGOs or private foundations;

- Experience with managing support to country efforts to fast track the AIDS response to end AIDS by 2030;
- Proven ability to effectively mobilize resources;
- Proven ability to delegate effectively;
- Proven ability to identify and nurture talent, to encourage diversity, and foster team work and team building;
- Excellent interpersonal skills, cultural and gender sensitivity and respect;
- Ability to manage organizational change and innovation, including leading transformation and reform processes in work culture;
- Ability to effectively address all forms of harassment, discrimination, bullying and abuse of power; and
- Commitment to implementing the core principles of the Joint Programme as articulated in the objectives of UNAIDS in ECOSOC resolution 1994/24 and, most recently, through the 2016 UN General Assembly Political Declaration on HIV/AIDS, the 2016-2021 UNAIDS Strategy and Unified Budget, Results and Accountability Framework (UBRAF), including the revised operating model of the UNAIDS Joint Programme.

### **International Experience with Health and Development**

- Experience in working on global issues;
- Excellent understanding of working in developing countries, including implementation challenges;
- Experience and knowledge related to HIV/AIDS and/or public health at the international and national level;
- Experience and knowledge of international development and public policy processes;
- Experience working with multiple, relevant sectors, such as international organizations, governments, NGOs, scientific community and the private sector;
- Strong language skills: ability to work in English and/or French. Knowledge of another United Nations official language would be an asset.

### **PROPOSED TIMELINE**

<b>DATE</b>	<b>MILESTONE/DELIVERABLE</b>	<b>RESPONSIBLE PARTY</b>
8 and 30 January	Bureau meetings to discuss and agree on next steps including draft process and terms of reference of the Search Committee, timeline, desired competencies and experience, steps for the nomination process and budget finalized and approved by the Bureau.	PCB Bureau
Week of 18 February	Consultations with PCB members to endorse selection process, terms of reference and outline composition of the Search Committee through the PCB intersessional decision-making process	PCB Bureau
Week of 25 February	PCB Bureau considers input from PCB members and finalises the ToR of the Search Committee for PCB approval through intersessional decision-making	PCB Bureau and membership
Week of 11 March	Chair of PCB invites proposals for membership of the Search Committee for the remaining two regions	PCB Chair

	(Africa, Latin America and Caribbean)	
Week of 11 March	Deadline for submission of nominations for Search Committee	PCB Chair
Week of 11 March	Conclusion of consultations as necessary with constituency groups. Composition of Search Committee is announced and transmitted by electronic means to PCB constituencies.	PCB Chair
Week of 18 March	First meeting of the Search Committee	Search Committee
Week of 18 March	Initial reach out to put the recruitment support mechanism in place	Search Committee
28 March	PCB Special Session: agenda item on nomination of the next UNAIDS Executive Director - update	PCB
Week of 1 April	Second meeting of the Search Committee to finalise the support mechanism by video conference	Search Committee
Week of 8 April	Issue call for nominations and applications; including advertisements in relevant international media as agreed by the Search Committee, taking into account input from the PCB discussion on 28 March.	Search Committee
Week of 13 May	Deadline for submission of nominations and applications	Search Committee and all constituencies
Week of 20 May	Third meeting of the Search Committee to review nominations and applications and establish a shortlist for interviews	Search Committee
Week of 10 June	Fourth meeting of Search Committee to interview candidates and establish a short list.	Search Committee Chair
Week of 17 June	Chair of the Search Committee submits the Search Committee report, including shortlist to PCB members	Search Committee Chair
28 June	44 <sup>th</sup> meeting of the PCB: an additional day will be added for the PCB discussion and consideration of the report of the Search Committee and the shortlisted candidates	PCB
29 June	The Search Committee Chair will send the list to the CCO Chair together with any comments and	Search Committee

	recommendations of the PCB.	Chair
Week of 1 July	CCO to consider the list of nominations and to interview short-listed candidates. The Chair of the Search Committee to participate as an observer in the CCO interview and formal nomination process. The CCO may also meet in closed session.	CCO Chair
Week of 1 July	CCO to send its recommendation to the UN Secretary-General.	CCO Chair

### ESTIMATED BUDGET FOR THE NOMINATION PROCESS

<b>Search Committee of 11 members:</b>	<b>Estimated cost (US\$)</b>
Meeting costs (for a total of 3 meetings – assuming they are held in Geneva)	6,000
Travel (6* people for 3 meetings– flights @ \$3,000 per person)	54,000
Per diem (6* people for 3 meetings– 6 days @ \$400 per day)	43,200
Contingencies	5,000
<b>TOTAL:</b>	<b>108,200</b>
<b>Support mechanisms to the Search Committee (TBD)</b>	<b>Estimated cost (US\$)</b>
	90,000
<b>Meeting of the PCB for the consideration of the short list (28 June – a day added to the 44<sup>th</sup> PCB)</b>	<b>Estimated cost (US\$)</b>
Interpretation in six UN languages	25,000
Venue, including coffee breaks	24,000
Per diem (17 supported PCB members – 1 day @ \$400 per day)	6,800
<b>TOTAL</b>	<b>55,800</b>

[Annexes follow]

### Annex 1



## 1994 Nomination Process<sup>6</sup>

- In 1994, at the time of the establishment of UNAIDS and prior to the formation of the Programme Coordinating Board, responsibility for the process for identifying candidates for the Executive Director of the Joint Programme was led by the Global Task Force on HIV Coordination. This was a twelve-member “committee” comprising 6-member states, 3 NGOs and 3 UN organizations.

The milestones for the nomination process were:

- *ECOSOC resolution*: The UN Economic and Social Council (ECOSOC) resolution (1994/24) that established UNAIDS includes provision for the nomination of an Executive Director for the Joint Programme:
  - Operative paragraph 5: “Also invites the six co-sponsors, through the Committee, to initiate action to fill the position of director of the joint and cosponsored programme as soon as possible, through an open, wide-ranging search process, including consultation with Governments and other concerned parties, and to submit their nominee to the Secretary-General, who will make the appointment”;
  - Operative paragraph 16: “A programme director will be appointed by the Secretary-General upon the recommendation of the co-sponsors. This will follow a search process undertaken by the co-sponsors which will include consultation with Governments and other interested parties. The director will report directly to the programme coordinating board, which will serve as the governance structure for the programme. Annual reports prepared by the *director will be submitted to the board and will also be made available to the governing body of each of the co-sponsors*”.
- Memorandum of Understanding on UNAIDS: paragraph 7.1 of the Memorandum of Understanding on a Joint and Cosponsored United Nations Programme on HIV/AIDS also provides for the appointment process of Executive Directors in the following terms: “*An Executive Director shall head the UNAIDS Secretariat. The Executive Director shall be appointed by the Secretary-General of the United Nations, upon the consensus recommendation of the Cosponsoring Organizations...*”
- Launch of search for candidates: this was based upon a Terms of Reference for the position that had proposed broad qualities, namely, that the incumbent should have technical skills and be respected in the field of AIDS and political skills that would facilitate resource mobilization. An invitation was sent to all permanent missions in Geneva and NGOs and UN organizations by the Chair of the Task Force inviting them to submit candidates. No cap was placed on the number of nominations that could be submitted, however, they would only be accepted on the basis of regional and/or constituency submission i.e. from one of the following groups:
  - **Member States** – Western European and Other states, African states, Asian states, Eastern European states, and Latin American and Caribbean states.
  - **Civil Society**
  - **UN system** (through the UN organizations on the Task Force)

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<sup>6</sup>[http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080411\\_item\\_4\\_process\\_for\\_nomination\\_of\\_exd\\_final\\_en.pdf](http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080411_item_4_process_for_nomination_of_exd_final_en.pdf)

- Deadline for submission of nominations: 14 nominations were received, of which 5 were removed by the Task Force, in consultation with the individuals concerned, on the basis that they had not been submitted through, and had not received the support of, one of the constituency groups (listed above).
- Request for support from constituencies: the remaining 9 nominations were sent back to all the constituencies (permanent missions in Geneva and New York, civil society and the UN system) with a request that each group identify from the list both their preferred and acceptable candidate(s).
- Production of a matrix: The Task Force compiled a matrix of responses from the constituencies from which it emerged that there was the majority of support for two candidates.
- Transmission of results to Chair of CCO: The Chair of the Task Force wrote to the Chair (WHO) of the Committee of Cosponsoring Organizations (CCO) attaching the full matrix showing the levels of support for all 9 candidates, with a covering letter indicating the two preferred names.
- Interviews: the CCO interviewed the preferred candidates.
- Transmission of outcome to UN Secretary General: The Chair of the CCO forwarded a letter to the UN Secretary General indicating support for the proposals contained therein.
- Appointment of Dr. Piot: The UN Secretary General appointed Dr Peter Piot as Executive Director. Secretary-General's report to ECOSOC (E/1995/71), paragraph 26: "Following an open and wide-ranging search process, including consultation with Governments and other concerned parties, the six co-sponsors unanimously agreed on a nominee for the directorship at the second meeting of the Committee on 12 December 1992 [sic.1994]. They submitted their nominee, Dr. Peter Piot, to the Secretary-General, who announced the same day his decision to appoint Dr. Piot director of the Joint Programme."
- This process was begun in July 1994 and concluded with the appointment of Dr. Piot as Executive Director of UNAIDS on 12 December 1994

## 2008 Nomination Process<sup>7</sup>

- At its 21<sup>st</sup> meeting in December 2007, the PCB noted with regret that the term for the Executive Director would end in 2009 and requested to be informed about the selection process to be followed for appointment of a successor and the role of the PCB in this process.
- At its 22<sup>nd</sup> meeting held in Chiang Mai, Thailand in April 2008 the Programme Coordinating Board agreed upon a process for the nomination of the Executive Director of UNAIDS. Integral to that process was the creation of a Search Committee with the following Terms of Reference: “9.2 Agrees the following elements for inclusion in the Terms of Reference for the Search Committee, namely that the Committee:
  - will ensure that the process for submitting nominations and individual applications is duly adhered to;
  - will encourage and welcome candidates from regions from which an Executive Director of UNAIDS has not yet been appointed;
  - will develop a scoring tool to evaluate candidates;
  - will conduct initial interviews to screen candidates and evaluate them against the core competencies
  - will be responsible for submitting to the Chair of the CCO the outcomes of the nomination process in its entirety, including the short list of candidates, a detailed report of the process that had been undertaken, and a full list of all candidates that had been considered;
  - the Chair of the Search Committee will participate as an observer in the CCO interviews and nomination process and report back to the 23<sup>rd</sup> Programme Coordinating Board meeting. The CCO may also meet in closed session;
- In line with decisions 9.4 and 9.5 of the 22<sup>nd</sup> PCB meeting, the Chair of the Programme Coordinating Board oversaw the establishment of the Search Committee:
  - 9.4 *Agrees* the composition of the Search Committee as being 6-member states (2 WEOG states and 1 from each of the other four geographical regions as defined by ECOSOC), 2 NGOs and 4 Cosponsors;
  - 9.5 *Agrees* the process for the establishment of the Search Committee as follows; – Within 2 weeks of the closing of the 22<sup>nd</sup> Board meeting the Chair of the Programme Coordinating Board to invite proposals for membership from each (member state) region and constituency (NGOs and CCO); each group should present a consensus nominee if possible; – Each constituency will be requested to submit the exact number of nominations to fill the number of places on the Committee for that particular constituency; – If the number of nominations exceeds or is less than the number of places on the Committee for a particular constituency, the Chair of the Programme Coordinating Board will contact all members of that constituency represented on the Board for further discussion and agreement; – Once the Committee is established the Chair of the Programme Coordinating Board will communicate the names of the members to all member states, PCB NGOs and Cosponsors; and – The Search Committee shall elect a Chair from within its membership.”

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<sup>7</sup> [http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080902\\_pcb\\_em\\_report\\_final\\_en.pdf](http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080902_pcb_em_report_final_en.pdf)

- On 26 June the Chair of the Programme Coordinating Board sent an email to all the Board constituencies informing them that the Search Committee had been established with the following membership: Member States (6): 1. Ambassador Marie-Louise Overvad (WEOG) 2. Michele Moloney-Kitts (WEOG) 3. Dr Rodrigo Siman Siri (Latin American and Caribbean States) 4. Dr Jan Mikas (Eastern European States) 5. Ambassador Sidiki Lamine Sow (African States) 6. Ambassador Sihasak Phuangketkeow (Asian States) Cosponsors (4): 7. Kevin De Cock (WHO) 8. Sophia Kisting (ILO) 9. Jimmy Kolker (UNICEF) 10. Paul Spiegel (UNHCR) NGOs (2): 11. Zonibel Woods 12. Gracia Violeta Ross Quiroga.
- The Search Committee met three times during the course of its work: 27 June, 5 September and 17-18 September 2008. Reports of all its meetings were posted on the UNAIDS website.
- 27 June 2008: the Search Committee: elected Ambassador Overvad as Chair; finalized its Code of Conduct; established its rules of procedure; approved the text of the advertisement for the post of Executive Director and selected the dailies and periodicals where the advertisement would be placed in English, French and Spanish; finalized the letter spelling out the competencies and experience for the post of Executive Director and invited the Members of the PCB and other Stakeholders to encourage applications or nominate an individual for the post; approved the scoring approach for the screening of candidates; and adopted a revised timeline for the nomination process . The Search Committee decided to create the largest possible distance between itself and the UNAIDS Secretariat and was, therefore, supported by an independent consultant hired by UNAIDS for this purpose.
- On 4 July 2008, UNAIDS rented two offices in Geneva, outside of its premises, for the consultant to receive and prescreen the applications independently. An assistant, with no prior UN employment, was recruited to assist the consultant in his task. The consultant screened applications as soon as they arrived according to the scoring grid approved by the Search Committee at its first meeting and rating each competency. As a result, a compounded rating ranging from 0 to 22 was given to each application. The candidates were placed in three categories: “highly appropriate”, “meets the requirements” and “does not meet the requirements” of the position. 5 September: the Committee reviewed the 117 applications. 20 women and 97 men had applied for the post with the following regional distribution: 22 applicants from African States, 41 from Asian States, 2 from Latin American and Caribbean States, 1 from Eastern European States and 51 from Western European and Other States. It was found that 103 of the 117 applicants did not meet the requirement of the position and scored 6 or below out of 22. Of the remaining 14 applications, 8 were placed in the category “meet the requirements” of the position and 6 in the category “highly appropriate” for the position. One application in the former group was later withdrawn. Candidates in this category scored between 7 and 21/22 on the individual scoring sheet.
- The Search Committee selected seven candidates for interviews in Geneva on 17 and 18 September. The Committee noted that in spite of the substantial number of applications, relatively few were from highly qualified candidates. The result was a limited pool from which to select a recommended list. There was in particular a paucity of viable “outside” candidates not already well known to the UNAIDS community.
- In conclusion the Committee expressed its regret, in its report to the Programme Coordinating Board and the Committee of Cosponsoring Organizations, that a professional recruitment firm had not been used to ensure as strong as possible a list of applicants,

including applications outside of the UN system who could bring innovative insight and approaches to UNAIDS.

- 17-18 September: The Committee divided into two panels of equal size to conduct the interviews with the panel not interviewing acting as observers. Each panel was composed of two representatives of the five geographical regions, two representatives of the Cosponsors and one NGO representative. All interview sessions were chaired by the Search Committee Chair. Two Search Committee members (African States and one WEOG) recused themselves from the interview and discussion concerning one candidate to avoid the appearance of conflict of interest. The Search Committee asked a series of standard questions mirroring the competencies used in the scoring grid as well as questions tailored to each candidate to allow them to expand on information in their application. As a result of the interviews the Search Committee, after a thorough discussion of each candidate's performance and qualifications, decided to shortlist four candidates and placed them in two tiers of two.
- Following discussion in the PCB Bureau in July 2008 the Programme Coordinating Board Chair asked the Search Committee Chair to share the full Report of the Committee with the Board – not just the short-list. The Search Committee Chair agreed to this request, on the understanding of the full Committee that the Report would be treated as confidential and would only be made available under password protection to Board members, Cosponsors and the PCB NGO delegation. This was done via the UNAIDS website on 22 September. The PCB Bureau also agreed that the Extraordinary Meeting of the Board should be open to observers in the interests of the transparency and inclusiveness of the nomination process.
- An Extraordinary Meeting of the Programme Coordinating Board was held on 2 October to consider the short list of candidates. Drawn from the list previously agreed at its 22nd meeting in April 2008 the Board also emphasized a number of key competencies and experience that it sought in the new Executive Director of UNAIDS. These included, inter alia, the need for the successful candidate to have: a clear vision for the response to AIDS; strategic thinking on challenges and opportunities as well as on engagement with partners; commitment to UNAIDS's core principles; excellent inter-personal skills and sensitivities; and, experience of working in country and in the multisectoral response.
- In considering each of the four short-listed candidates the Board noted the attributes of all, in particular those of the tier one candidates, and recommended that the CCO take into account the views expressed by the Programme Coordinating Board, as contained in the report of the meeting, in the next stage of the nomination process.
- The CCO interviewed the four short-listed candidates in Geneva on 7 October. The interviews were chaired by Dr Margaret Chan, Director General of the WHO, in her capacity as Chair of the CCO. All ten Cosponsors were represented at a senior level.
- The CCO met in New York on 23 October to agree on its recommendations which were conveyed to the UN Secretary General in a letter from Dr Chan.

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