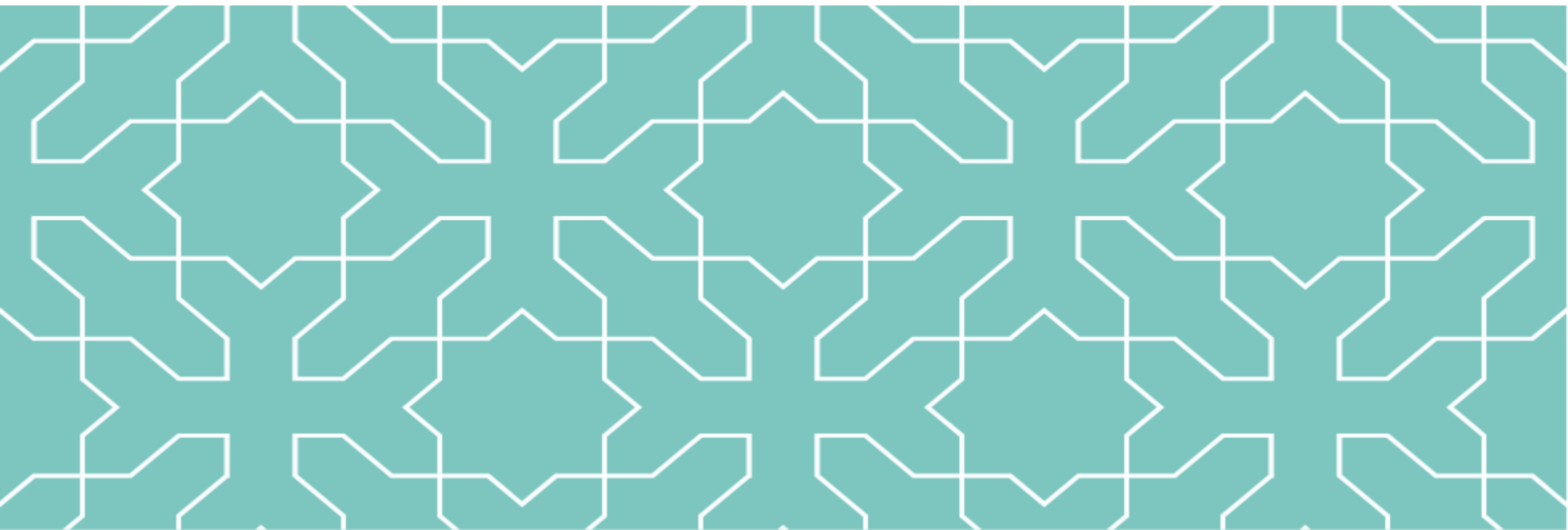
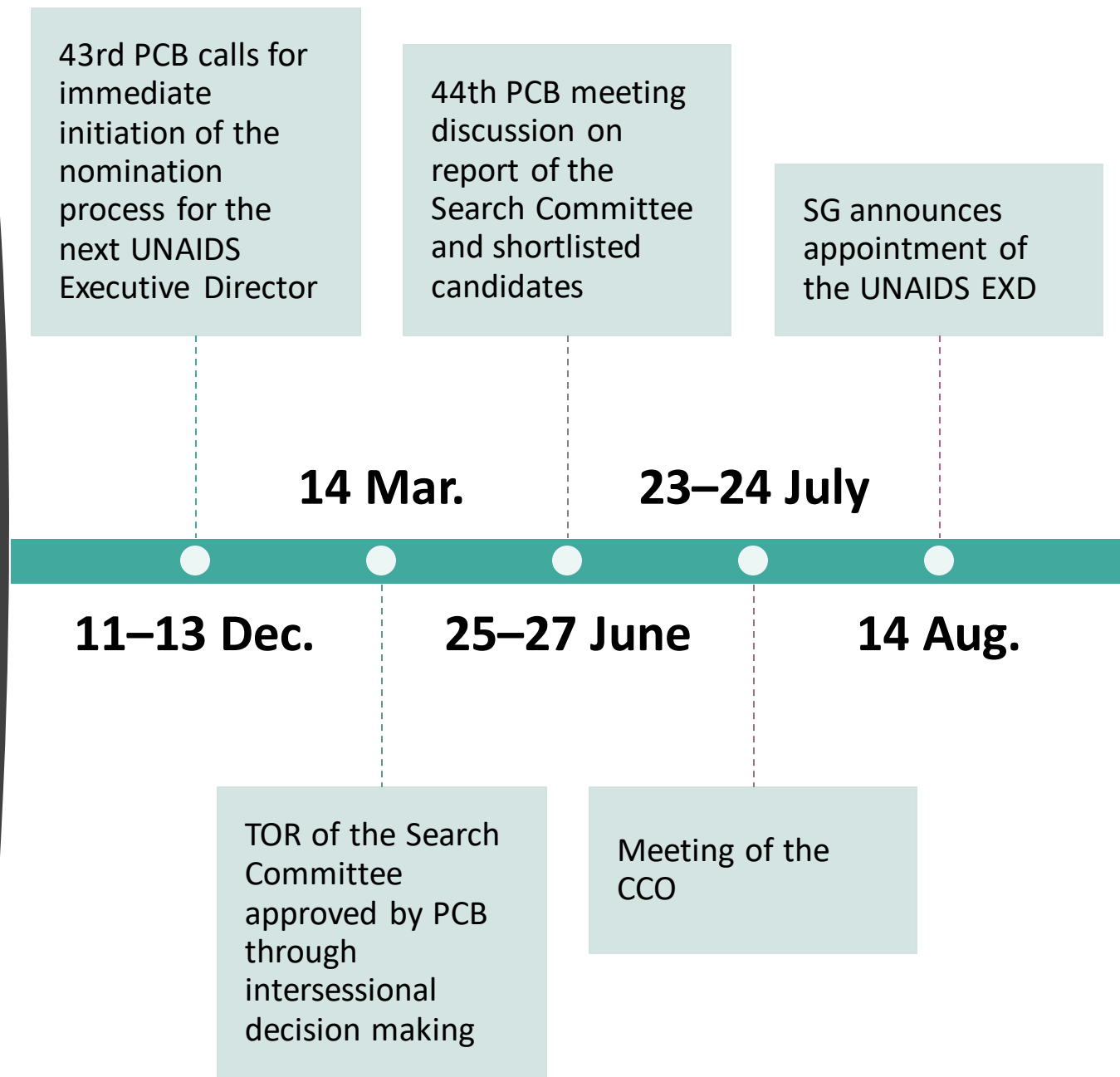


Lessons Learned on the nomination of UNAIDS Executive Director

REPORT OF THE SEARCH COMMITTEE



Key Dates



Search Process



Nine Search Committee meetings were held between mid March and mid June 2019. A summary of each Search Committee meeting was posted on the UNAIDS website for transparency;



The Search Committee was supported by an external consultant and by a competitively procured executive recruitment firm, Oxford Human Resources Consultancy, Ltd;



Applicant scoring tools for screening of applications and interview scoring were developed, based on the competencies in the PCB approved TORs and Vacancy Announcement;



Due diligence was conducted on the candidates.

BUDGET

Search Committee of 11 members:	Estimated cost	Expenditure
Meeting costs	6,000	
-1st& 2nd face-to-face meeting, Geneva, 20&29 March 2019		7,775
-3rd face-to-face meeting, Geneva, 30-31 May 2019		7,522
-4th face-to-face meeting, Geneva, 13-14 June 2019		8,960
Travel (estimate 6 ppl to 3 mtgs, actual 2 ppl to 2 mtgs)*	54,000	1,038
Per diem (as above)	43,200	4,011
Contingencies	5,000	
TOTAL	108,200	29,306
Support mechanisms to the Search Committee	Estimated cost	Expenditure
	90,000	
Consultant		36,700
Executive recruitment firm, Oxford HR		56,432
Advertisements		14,797
TOTAL	90,000	107,929
Session of the 44th PCB for the consideration of the short list – 26 June 2019	Estimated cost	Expenditure
Interpretation in six UN languages	25,000	N/A
Venue, including coffee breaks	24,000	N/A
Per diem (17 supported PCB members – 1 day @ USD365)	6,800	N/A
TOTAL	55,800	N/A
GRAND TOTAL	254,000	137,235



LESSONS LEARNED



Lessons Learned

The Programme Coordinating Board should establish a Search Committee composed of representatives from all regional groups, two NGO delegates and four cosponsors (to include the CCO Chair) with detailed terms of reference on which to align the process and to base the assessments of candidates;

Lessons Learned

Support should be provided to the Search Committee through a dedicated consultant and early engagement of an executive recruitment firm with specific terms of reference and regular reporting to the Committee;

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Lessons Learned

The Search Committee should give careful consideration to meetings that should be held in person and those that could be done using teleconferencing;

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Lessons Learned

The Search Committee should strategically approach advertising through a balance of online advertising and a targeted search to maximize exposure, efficiency, and resource use;

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Lessons Learned

The search committee should continue to prioritize gender and geographical balance at each stage of the process;

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Lessons Learned

The search committee should continue to give careful consideration to strong language skills in the two working languages;

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Lessons Learned

Confidentiality should be prioritized and ensured throughout the process, including with the Search Committee and its support mechanisms as well as with the PCB;

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Lessons Learned

The Search Committee should use a shared portal that allows online edits and comments while maintaining the restrictions on downloading, copying and printing;

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Lessons Learned

**Adequate time should be given
for full and well-defined due
diligence on candidates**

Lessons Learned

The PCB should consider the inclusion of supplemental information on the candidates for their discussion, such as vision statements, or direct contact with short listed candidates at the PCB; and

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Lessons Learned

The Chair of the CCO should be present during the PCB deliberations to accurately reflect the opinions of the PCB at the next stage of the process.