

LESSONS LEARNED ON THE NOMINATION PROCESS OF THE UNAIDS EXECUTIVE DIRECTOR

Additional documents for this item:

Action required at this meeting—the Programme Coordinating Board is invited to:

See draft decision points in the paragraphs below:

With respect to future nominations, the Search Committee proposes that the PCB

48. *take note* of the recommendations of the Search Committee and *request* the PCB to take these recommendations into account for future searches

Cost implications for the implementation of the decisions: none

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Introduction

1. At the 43rd meeting of the Programme Coordinating Board (PCB) in December 2018, the PCB called for the initiation of the nomination process for the next UNAIDS Executive Director: “*Decision 2.3: Calls for the immediate initiation of the selection process for the next UNAIDS Executive Director.*”
2. It was agreed that the 2019 nomination process would build upon the processes from 1994 and 2008, which remain solid references, while taking into account the evolution in the epidemic, the response, and global governance and health architecture, including UN reform.
3. At its meetings on 8 and 30 January 2019, the PCB Bureau agreed, given the short available timeframe to complete the full recruitment process, to follow a fast track approach for the establishment of the Search Committee by building on the composition of the 2019 PCB Bureau while ensuring representation of all regional groups and the three PCB constituencies. The Bureau put this proposal of a Bureau + model forward for intersessional decision-making by the PCB. The PCB Bureau approved draft terms of reference for circulation and comment by the PCB.
4. Following bilateral consultations and an information session with PCB members, the terms of reference were revised based on input by PCB members and approved on 14 March 2019 through the intersessional decision-making process on a non-objection basis.
5. On 15 March, the PCB Chair announced the establishment of the Search Committee with the following membership:

Member States (5):

1. H.E. Mr Yury Ambrazevich (Eastern European States) (Chair of the Search Committee)
2. Mr Amar Chemakh (African States)
3. Mr Xiaochen Yang (Asian States)
4. Ms Sofia Varguez (Latin American and Caribbean States)
5. Ms Julia Martin (Western European and Other States)

Cosponsors (4):

6. Ms Mandeep Dhaliwal (UNDP)
7. Ms Elizabeth Benomar (UNFPA)
8. Ms Nazneen Damji (UN Women)
9. Ms Shauna Olney (ILO)

NGOs (2):

10. Mr Jonathan Gunthorp (SRHR Africa Trust)
11. Ms Alessandra Nilo (GESTOS)

6. At the Special Session of the PCB held on 28 March 2019, the PCB received a progress report from the Chair of the Search Committee. The PCB took note of the oral update

and requested the Search Committee to consider the views expressed by the Board on the conduct of the nomination process and the terms of reference.

7. The Search Committee met nine times during the course of its work: 20 March, 29 March, 15 April, 16 April, 23 April, 8 May, 17 May, 30-31 May, and 13-14 June. Reports of all its meetings were posted on the UNAIDS website for transparency.
8. The Search Committee determined to hire an external senior consultant to support their work and to engage an executive recruitment firm as a recruitment support mechanism.
9. In advance of the 44th meeting of the PCB, the confidential report of the Search Committee was shared with PCB Board members, Cosponsors, and the NGO Delegation via a password protected read-only folder in a non-printable format. The Chair of the Search Committee presented this report, including the short-list of candidates, at the 44th meeting of the PCB in June 2019. The PCB meeting was also open to participants with observer status in the interest of transparency and inclusiveness of the nomination process.
10. In considering the report of the Search Committee, the PCB recognized the work of the Search Committee in adhering to the Board-approved process. The Board emphasized a number of key competencies and experiences that it sought in the next Executive Director of UNAIDS. In accordance with the governance of the Joint Programme, the Board requested the Committee of Cosponsoring Organizations (CCO) to take into account all the views expressed by the Members of the PCB and Observers of the meeting in the next phase of the nomination process.
11. The Committee of Cosponsoring Organizations interviewed the five short-listed candidates on 23-24 July. The interviews were chaired by Dr Natalia Kanem, Executive Director of UNFPA, in her capacity as Chair of the CCO.
12. The CCO met in New York on 24 July to agree on its recommendations, which were conveyed to the UN Secretary-General in a communication from Dr Kanem.
13. The UN Secretary-General announced the appointment of Ms Winnie Byanyima as the next UNAIDS Executive Director on 14 August 2019.

Timeline for the nomination process

14. The following timeline includes the original actions agreed by the PCB in the terms of reference of the Search Committee as well as additional steps taken by the Search Committee:

Date	Milestone/deliverable	Responsible party
20 March	First meeting of the Search Committee.	Search Committee

Week of 25 March	Initial outreach to put the recruitment support mechanism in place.	Search Committee
28 March	PCB Special Session: agenda item on the nomination of the next UNAIDS Executive Director – update.	PCB
29 March	Second meeting of the Search Committee to finalize the support mechanism.	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
15 April	Third meeting of the SC to review proposals from eligible executive recruitment firms	Search Committee
16 April	Fourth meeting of the Search Committee to agree on the selected recruitment support mechanism.	Search Committee
23 April	Fifth meeting of the Search Committee to meet with selected executive recruitment firm to discuss targeted search strategy, application screening tool, and progress reporting.	Search Committee
8 May	Sixth meeting of the Search Committee- decision to extend the application deadline due to technical difficulties with the email inbox.	Search Committee
17 May	Seventh meeting of the Search Committee to review progress report of applications.	Search Committee
26 May	Deadline for submission of nominations and applications.	Search Committee and all constituencies
30-31 May	Eighth meeting of the Search Committee to review nominations and applications, and to establish a shortlist for interviews.	Search Committee
13-14 June	Ninth meeting of Search Committee to interview candidates and establish a shortlist.	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

26 June	44th meeting of the PCB: PCB discussion and consideration of the report of the Search Committee and the shortlisted candidates.	PCB
7 July	The Search Committee Chair sends the list to the CCO Chair, together with comments and recommendations from the PCB.	Search Committee Chair
23-24 July	CCO considers the list of nominations and interviews short-listed candidates.	CCO Chair
31 July	CCO sends its recommendation to the UN Secretary-General.	CCO Chair
14 August	UN Secretary-General announces appointment of Winnie Byanyima as UNAIDS next Executive Director	UNSG

Budget

15. The table below represents the estimated cost as outlined in the terms of reference and the final expenditure. All amounts are in US dollars. Cost savings were incurred due to the decision to incorporate the PCB session on the consideration of the shortlist into the regular three-day meeting as opposed to an additional day as previewed in the budget for the terms of reference.

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

16. Per the request of the Bureau, the Search Committee seeks to provide feedback on the process from its perspective for consideration by the PCB.

Composition of the Search Committee:

17. The Bureau+ model allowed for rapid establishment of the Search Committee, which was a priority given the timeline for completing the search process. Consequently, the Search Committee was able to meet the week immediately following the approval of its terms of reference.

18. Recalling that the Bureau is intended to maximize the effectiveness and efficiency of the PCB and that the Bureau is composed of officers elected by the Board, the Search Committee found that the establishment of the Search Committee on a Bureau+ model was in line with mandate of the Bureau and was revealed as a helpful recourse in the case of time constraints. Experience with previous PCB processes composed of nominated representatives from each regional group have resulted in delays in finalizing their composition by many weeks. In this case, any delay in the search process would have made it impossible to have a shortlist of candidates for the PCB's deliberations at the 44th meeting.

19. The Search Committee appreciates that it was composed of all relevant stakeholders from the PCB, which corresponds with the multisectoral and multi-stakeholder nature of the Joint Programme, thus ensuring the inclusiveness of the nomination process.

Development of the Terms of Reference:

20. The consultative process to develop the terms of reference, which included multiple revisions to the draft terms of reference and a PCB member information session, led to consensus around a detailed list of competencies and experiences that served as positive guidance for the Committee during its work. Future searches would benefit from similarly detailed terms of reference on which to align the process and to base the assessments of candidates.

Advertising:

21. Given the developments in technology since the last recruitment process in 2008, advertising has changed significantly. The Search Committee sought to place the Executive Director advertisement in a wide net of online platforms in all regions. However, the Committee found that the online advertising needed to be complemented with a targeted search process to attract the interest of a wider range of qualified candidates. The contracted executive recruitment firm served as a critical resource for the targeted search, which contributed invaluable to the high volume of qualified and highly qualified candidates. The quality of the shortlist provided to the PCB was recognized by the majority of board members who provided comment in the discussion at the 44th PCB meeting.
22. The executive recruitment firm was responsible for identifying and encouraging 45% of the candidates determined as suitable per the initial screening tool used by the search committee; 78% of those candidates interviewed by the Search Committee; and 80% of those short listed for the PCB and CCO.
23. The capacity and expertise of the executive recruitment firm to do a targeted search was also key in achieving a more equitable gender and geographical balance amongst the qualified candidates. The Search Committee received weekly reports, unless otherwise required or warranted, from the executive recruitment firm, which permitted close monitoring of gaps, and the executive recruitment firm was subsequently able to tailor the search strategy further. The executive recruitment firm was responsible for identifying and encouraging 71% of female candidates designated suitable by the screening tool and 100% of female candidates interviewed by the Search Committee.
24. External recruitment mechanisms with expertise in executive job advertising and recruitment could provide future searches with a coordinated strategy that maximizes time and addresses budgetary constraints. As such, the Search Committee suggests that the external recruitment support mechanism be engaged earlier in the process.

Meetings:

25. As indicated in the above timeline, the Search Committee met nine times (three times in person), which required a greater time commitment than the terms of reference had anticipated. The Search Committee believes that the meetings it held were necessary in order to fulfill its role to closely monitor the process and would therefore recommend additional meetings be incorporated in future processes. The combination of face-to-face and virtual (via teleconference) meetings worked efficiently and future Search processes should give careful consideration to meetings that should be held in person and those that could be done using teleconferencing.

Independent Senior Consultant:

26. The Search Committee appreciated the flexibility and ownership given to determine its need for support mechanisms. Acknowledging that there were diverse opinions regarding what would be most useful and effective, the Search Committee felt it had the

authority to explore all possible options and ultimately decided to be supported by both a consultant and an executive recruitment firm to add professionalism and dedicated search capacity to complement and enhance the use of more traditional advertising.

27. The independent senior consultant was an asset to the work and supported the committee in achieving the timeline as set out in the terms of reference. The consultant worked closely with the Chair and served as the point of contact for the executive recruitment firm and allowed the Secretariat to stay in an advisory capacity as required by the Search Committee.

Executive recruitment firm:

28. In decision 8 at its 23rd meeting, the PCB took note of the following suggestion with respect to future nominations: *a professional recruitment firm should be used to do outreach to encourage and solicit applications. The firm should do the screening and assist throughout the meetings on the establishment of scoreboards and practical points, calling for interviews, writing reports, etc.*
29. The lessons learned and subsequent decision point from the 2008 nomination process proved to be an important asset and contributed to the success of this process.
30. While affirming the importance of ensuring that the Search Committee remains in full control of the process, the Committee recommends that an executive recruitment firm be contracted as early in the process as possible through a widely advertised tender from the diversified set of authoritative specialized firms in order to allow maximum time for a targeted search and an effective advertising strategy.
31. In addition to their targeted search, a key part of the executive recruitment firm's role was to provide continued contact and support for candidates through a lengthy and complex process. The executive recruitment firm also provided support and expertise to the process to help the Search Committee during the development of screening tools and refinement of interview questions.
32. The executive recruitment firm also supported the CCO process and provided continuity in the process as the focal point for all communication with candidates. Given their added value, it is recommended that an executive recruitment firm be enlisted as such support in future processes.

Gender and regional balance:

33. The Search Committee recognizes the importance of the clear recommendation given by the PCB on achieving gender and regional balances both within the applicant pool and the interview list. The Committee was pleased to note that, though there could have been a greater diversity of candidates within the wider applicant pool, the interview list of qualified candidates represented near gender parity, and credits this, in part, to the executive recruitment firm's targeted strategy. However, the final short list for interviews was imbalanced from a gender perspective and with regard to the two working languages of UNAIDS. Future searches should continue to prioritize gender and

geographical balance as well as strong language skills as was required in the Terms of Reference for the Search Committee.

Confidentiality:

34. The Search Committee members all signed confidentiality agreements and declarations of conflict of interest. During Search Committee meetings, the Chair consistently reminded members to maintain confidentiality of the process and of the candidates. In addition, all support personnel, including the consultant, executive recruitment firm, and necessary Secretariat staff signed confidentiality agreements. Information was only shared with non-Committee members on a need-to-know basis to further ensure the confidentiality of the process.
35. The Search Committee utilized a password protected portal that was only visible to its members and the consultant to share confidential documents. While recognizing the utility of this approach, future processes would benefit from having a protected, though shared portal, that allows online edits and comments while maintaining the restrictions on downloading, copying and printing.
36. The Search Committee would like to stress the importance of a confidential process to attract high-level candidates as it was a concern raised repeatedly by candidates.
37. The Search Committee recognizes the fine balance between transparency and confidentiality in the nomination process. The Committee appreciates the delegation of authority by the PCB to manage these expectations and concerns.
38. In line with the importance of transparency and to ensure the fairness of the process, the Search Committee recommends that it is important to share the scoring tool and other mechanisms utilized in the process with the PCB in its final report after the selection of short-listed candidates.
39. The Search Committee is pleased to note that it was able to maintain confidentiality throughout the process. Nonetheless, it acknowledges the media scrutiny surrounding the process and its impact on candidates whose names were put forward in some media outlets without their advance notice very shortly prior to the PCB. However, the reports were imprecise on several candidates, suggesting that the full document had been kept confidential. In seeking to address this issue in the future, it might be considered to provide a confidentiality statement to be signed by PCB members or, alternatively, to share the short list of candidates (with their agreement) with the media directly so as to avoid false reporting. Candidates should be informed of any disclosure at the interview stage of the process.

CCO Discussion:

40. In order to maintain the timeline and pace of the search, it is recommended that the CCO meeting take place as soon as possible following the PCB. To facilitate this timeline, the Search Committee should aim to consolidate and provide the feedback from the PCB to the CCO immediately following the PCB.

41. The Search Committee believes it to be good practice, as was done in this recruitment process, that the Chair of the CCO, as well as the members of the Search Committee, is present during PCB deliberations to be able to reflect accurately the opinions of the PCB at the next stage of the process. It commends Dr Natalia Kanem for her leadership throughout this process.

Interviews:

42. While preference should be given to face-to-face interviews with short-listed candidates, the Committee recognizes that, with high calibre candidates, it might not be a feasible option with a short process. All arrangements should be made to maximize the use of time and resources for both the committee and the candidates while ensuring uniformity of approaches to interviews to ensure that the process is fair and balanced.

43. As requested by multiple members of the PCB at its 44th meeting, the Search Committee recognizes the value that could be added through the provision of supplemental information on the candidates, such as vision statements, or direct contact with the short-listed candidates at the PCB, to help distinguish between highly qualified candidates.

Due diligence:

44. In the given timeline, the completion of appropriate due diligence in a timely manner can be challenging. The recruitment of an executive recruitment firm earlier in the process could provide more time to facilitate the due diligence as well as allowing for time required for United Nations internal due diligence processes.

45. To ensure that the due diligence is carried out to the standards of the PCB, the expectations for the due diligence criteria should be well defined in the terms of the reference of the external recruitment firm and clarified as needed by the Search Committee.

46. The Search Committee appreciated the PCB's delegation of authority in this issue as it was clearly indispensable to maintain confidentiality for the candidates and the legitimacy of the process. The Search Committee considers it was able to appropriately review and assess the due diligence and ensure that the PCB was made aware of any red flags. Receipt of full and complete due diligence reports prior to the PCB's discussion is therefore essential for the Search Committee to provide the appropriate information.

Budget:

47. Budgets for future searches should take into account expectations regarding the number of in-person meetings of the Search Committee, communication strategies for advertising, and candidates' travel for interviews with the Search Committee and participation at the PCB as requested.

Recommendations:

48. With respect to future nominations, the Search Committee proposes that the PCB *take note* of the recommendations of the Search Committee and *request* the PCB to take these recommendations into account for future searches
- a. 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;
 - b. 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;
 - c. the Search Committee should give careful consideration to meetings that should be held in person and those that could be done using teleconferencing;
 - d. the Search Committee should strategically approach advertising through a balance of online advertising and a targeted search to maximize exposure, efficiency, and resource use;
 - e. the search committee should continue to prioritize gender and geographical balance at each stage of the process;
 - f. the search committee should continue to give careful consideration to strong language skills in the two working languages;
 - g. confidentiality should be prioritized and ensured throughout the process, including with the Search Committee and its support mechanisms as well as with the PCB;
 - h. the Search Committee should use a shared portal that allows online edits and comments while maintaining the restrictions on downloading, copying and printing;
 - i. adequate time should be given for full and well-defined due diligence on candidates;
 - j. 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
 - k. 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.

Annexes:

Annex 1: Terms of Reference of the Search Committee



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 43rd 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 43rd 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 Bureau¹ 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 44th 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

¹ http://www.unaids.org/en/resources/documents/2019/PCB_Bureau_8-Jan-2019

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 23rd 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.
- 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 Chair² 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 1994³ process as modified in 2008⁴ and taking into account the recommendations of the PCB to the PCB Bureau for adjustment of the process from its 23rd 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 2008⁵, 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

² 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

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

⁴ Decisions of the 23rd PCB meeting :

http://files.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20081208_pcb_23_decisions_en.pdf

⁵ 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

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 +**
- **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

DATE	MILESTONE/DELIVERABLE	RESPONSIBLE PARTY
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	PCB Bureau

	composition of the Search Committee through the PCB intersessional decision-making process	
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 (Africa, Latin America and Caribbean)	PCB Chair
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 th 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 recommendations of the PCB.	Search Committee 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

Search Committee of 11 members:	Estimated cost (US\$)
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
TOTAL:	108, 200
Support mechanisms to the Search Committee (TBD)	Estimated cost (US\$)
	90,000
Meeting of the PCB for the consideration of the short list (28 June – a day added to the 44th PCB)	Estimated cost (US\$)
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
TOTAL	55,800

Annex 1

1994 Nomination Process⁶

- 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)

⁶http://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

Annex 2

2008 Nomination Process⁷

- At its 21st 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 22nd meeting held in Chiang Mai, Thailand in April 2008 the Programme Coordinating Board agreed upon a process for the nomination of the Executive Director

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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 23rd Programme Coordinating Board meeting. The CCO may also meet in closed session;
- In line with decisions 9.4 and 9.5 of the 22nd 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 22nd 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.”
 - 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 Síman 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.

Annex 2: Terms of Reference of the executive recruitment firm

Terms of Reference for Agreement for Performance of Work (APW)

Executive Search Firm

Objective:

The recruitment support mechanism will assist the Search Committee to select a list of possible candidates through a global, far-reaching and highly proactive effort respectful of the criteria set in the process and terms of reference of the Search Committee.

Tasks:

Tasks
Phase 1
The recruitment support mechanism for the Search Committee will:
1. Gain an understanding of the profile/role of the possible candidate, based on a detailed briefing from the members of the Search Committee, including the approved terms of reference for the position.
2. Develop a Position Specification for the candidate, in accordance with the approved Terms of Reference and the guidance of the Search Committee, that will be used in the global search for suitable candidates. This specification will be approved by the Search Committee.
3. Provide necessary strategic expert input to the selection process to ensure that the quality of the proposed candidates reflects the requirements of the Search Committee and the PCB. This includes recommending an appropriate due diligence strategy. The due diligence is expected to include: open source media review, including online news sources and journals, social media (including Twitter, Facebook, etc.); checks against relevant sanctions and watch-list databases (OFAC SDN, EU Consolidated list, World Bank sanctions list, CLEARCHECK, etc.); where possible, accessing relevant public records (criminal records, corporate registries, etc.); referencing with referees provided by the candidates.
4. Design and propose to the Search Committee for their consideration and approval a targeted and proactive search strategy for highly qualified candidates for the position of UNAIDS Executive Director.
5. Support the Search Committee in the finalization of the framework and methodology for screening all candidates, including the scoring tool.
6. Develop a framework for the interview process and an interview guide for approval by the Search Committee.

Phase 2

The recruitment supportive mechanism for the Search Committee will:

7. Conduct the global search for highly qualified candidates for the position of UNAIDS Executive Director, with due consideration for gender and geographic diversity.
8. Alert the Search Committee as early as possible to any gaps in regional reach and/or gender diversity, and the two working languages of UNAIDS, and seek guidance from the Search Committee on how to address such gaps to ensure that the pool of candidates is as broad as possible.
9. Apply the screening methodology developed in Phase 1 to categorize all candidates.
10. Present the stratified list to the Search Committee, accompanied by a detailed report on the profile of each qualified candidate and a rationale for each candidate considered to be unqualified.
11. Support the Search Committee to develop a short list of approximately 10 candidates or a number determined by the Search Committee.
12. Undertake the due diligence procedure as approved in phase 1 on the candidates identified in point 11 and present the relevant report to the Search Committee.
13. Prepare and present complete files and reports (including detailed references) of candidates as requested by the Search Committee, taking into account possible interviews.

Phase 3

14. Liaise with short list candidates through culmination of the process
15. Ongoing project management and liaison with the Governance team
16. Ongoing administration and compiling of candidate packs
17. Creation of candidate packs

Deliverables:

Refer to Tasks section above.

Deadlines for Phase 1:

1. **Understanding of profile/role:** Week of 17 April

2. **Position specification:** 22 April
3. **Due diligence strategy proposal:** Week of 29 April
4. **Search strategy proposal:** 29 April
5. **Finalization of screening framework and methodology:**
Week of 6 May
6. **Framework for interview process and interview guide:**
Week of 13 May

Deadlines for Phase 2:

7. **Conduct global search:** 17 May
8. **Alert Search Committee of gaps in candidates:**
Ongoing until 17 May
9. **Categorize candidates:** 24 May
10. **Present stratified list to Search Committee:** 24 May
11. **Support Search Committee to develop short list:** Week of 27 May
12. **Present due diligence report:** 10 June
13. **Present complete files and reports:** 17 June

Deadlines for Phase 3:

14. **Liaise with candidates through culmination of process:** 31 July 2019
15. **Ongoing project management and liaison with Governance team:** 31 July 2019
16. **Ongoing admin and compiling of candidate packs:** 31 July 2019
17. **Creation of candidate packs:** 23 July 2019

Place of Performance:

The work will be performed between Search Committee, the recruitment support mechanism usual office of business, or through electronic communication tools, and at other locations that may be agreed between the Search Committee and the recruitment support mechanism.

Contract Dates:

17 April – 31 July 2019

TOTAL: USD 56,432