

Renewal of terms for the UNAIDS Independent External Oversight Advisory Committee

Report prepared by the PCB Bureau

Additional documents for this item: N/A

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

- *Take note* of the report prepared by the PCB Bureau on the renewal of terms for the UNAIDS Independent External Oversight Advisory Committee;
- *Approve* the renewal of terms of the UNAIDS Independent External Oversight Advisory Committee membership as submitted by the PCB Bureau; and
- As per the terms of reference, *request* the Executive Director, in consultation with the PCB Bureau, to initiate the process for selecting the new membership of the Independent External Oversight Advisory Committee for 2025–2026 and 2026–2027.

Cost implications for the implementation of the decisions: N/A

Introduction and background

1. At the 47th meeting of the UNAIDS Programme Coordinating Board (PCB) in 2020, and recalling decision point 13.3 from the 45th PCB meeting (“Agrees to establish an independent, external oversight advisory committee, approves the terms of reference as outlined in annex 3 to the report and agrees to review, with inputs from the External Oversight Advisory Committee, the TORs at least every three years or earlier if it so requests;”), the PCB approved the establishment and terms of reference for the UNAIDS Independent External Oversight Advisory Committee (IEOAC). The establishment of the Committee was recommended by the Joint Inspection Unit (JIU) and by a subsequent PCB working group which was tasked with reviewing the JIU’s recommendations.
2. Pursuant to the terms of reference (Annex 1), which lay out the process required to establish the IEAOC, the PCB Bureau launched a call for professional search firms to support the process. The search firm was responsible for conducting interviews for a long list of candidates and then providing a short list to the selection panel. The selection panel would then consider the shortlist and provide a final list of recommended committee members for consideration by the PCB Bureau. If the PCB Bureau was in full agreement, it would refer that list to the PCB for final consideration and approval.
3. At its meeting on 30 April 2021, the PCB Bureau reviewed and scored the submitted proposals from the search firms. The Bureau members agreed by consensus on the selection of Oxford HR Consultants to support the selection process.
4. Following a call for nominations to PCB stakeholders, a selection panel was agreed. It submitted to the PCB Bureau the revised short list of candidates for consideration (see Annex 2 for the detailed résumés and cover letters of the seven selected candidates):
 - Saad Bounja
 - David Kanja,
 - Bushra Malik,
 - Ibrahim James Pam,
 - Benoit de Schoutheete,
 - Hélène Rossert, and
 - Agnieszka Slomka Golebiowska.
5. Given the number of other qualified candidates, it was agreed that those highly qualified candidates who were not selected in this round would be included on a roster for future consideration, subject to their agreement. The PCB Bureau reviewed the final selection of candidates and, as per the terms of reference, agreed to submit the proposed composition to the PCB for final consideration and approval.
6. The PCB Bureau approved through the intersessional procedure in February 2022 the composition of the UNAIDS IEOAC for 2022–2023, as submitted by the PCB Bureau in 2021. The IEOAC was established and "onboarded" in the spring of 2022.
7. As per the terms of reference, “Members of the IEOAC are appointed to serve a term of two years. Terms are renewable for a second and final term of two years, which need not be consecutive. However, in the inaugural IEOAC, half of the Committee members will be asked to serve a single three-year term so as to allow for a staggered replacement of members at the time of renewal, thereby ensuring that all members do not complete their terms at the same time. Thereafter, all renewable terms will be for two years only”.

8. This report, prepared by the PCB Bureau, summarizes the timeline for the renewal of the terms of the current IEOAC members and for the initiation of the selection process to replace those members who end their terms in December 2024 and December 2025.

Meeting of the IEOAC in November 2022¹

9. At the IEOAC meeting in November 2022, the IEOAC elected Mr Kanja as Chair and Ms Rossert as Vice Chair for the year 2023.
10. Based on their stated preferences, it was agreed that Mr Bounjoua, Mr Pam and Ms Rossert would have three-year, non-renewable terms on the IEOAC. The other four IEOAC members would have two-year terms, with the possibility of renewal for an additional term. The first term of the four members with two-year terms will expire in December 2023.

Meeting of the PCB Bureau on 9 October 2023²

11. At the sixth meeting of the 2023 PCB Bureau, held on 9 October 2023, the Bureau was briefed on the process and the options for renewal of the four members who had renewable mandates in the inaugural committee. It agreed to await communication from the members as to whether they would seek renewal of their mandate.
12. Further to that information, the 2023 PCB Bureau agreed to submit this report on the renewal of the terms for the IEOAC members for final consideration and approval by the PCB at the December meeting.

Meeting of the IEOAC in October 2023

13. The PCB Bureau received an update that all four IEOAC members with two-year terms were seeking renewal for an additional term of two years, as per the terms of reference.

Timeline for selection process in 2024

14. The following timeline is proposed:
 - **December PCB 2023:** Approval of renewal of terms for members with two-year terms;
 - **January 2024:** Begin selection process to replace members who are finishing their terms on 31 December 2024;
 - **June PCB 2024:** Approval of new IEOAC members for 2025.

Proposed decision points

15. The Programme Coordinating Board is invited to:
 - *Take note* of the report prepared by the PCB Bureau on the renewal of terms for the UNAIDS Independent External Oversight Advisory Committee;
 - *Approve* the renewal of terms of the UNAIDS IEOAC membership for 2024–2025 as submitted by the PCB Bureau; and
 - As per the terms of reference, *request* the Executive Director, in consultation with the PCB Bureau, to initiate the process for selecting the new membership of the Independent External Oversight Advisory Committee for 2025–2026 and 2026–2027.

¹ The full summary is available at [UNAIDS IEOAC meeting November 2022](#).

² The full summary is available at [UNAIDS Bureau meeting 9 October 2023](#).

Annex 1: Terms of reference of the IEOAC

Terms of Reference rev1

Independent External Oversight Advisory Committee of the United Nations Joint Programme on HIV/AIDS

Background

In 2019, the United National Joint Inspection Unit completed a review of the United Nations Joint Programme on HIV/AIDS (UNAIDS) and produced a report entitled "Review of the Management and Administration of UNAIDS" with a series of recommendations.

The JIU Formal Recommendation 5 reads: "The Programme Coordinating Board should consider creating an independent and external oversight committee to provide independent expert advice to the Programme Coordinating Board and to the Executive Director in fulfilling their governance and oversight responsibilities."

In December 2020 at the 47th meeting of the UNAIDS PCB, the PCB approved the creation of an independent oversight committee.

Purpose

1. The Independent External Oversight Advisory Committee (IEOAC) is a subsidiary body of the UNAIDS Programme Coordinating Board (PCB) created under the authority of the PCB as set out by ECOSOC and outlined in the UNAIDS Modus Operandi (MO). The IEOAC is an advisory body mandated to provide independent, external, expert advice to the PCB and to the UNAIDS Executive Director in fulfilling their governance and oversight responsibilities, including assessing the effectiveness of the internal control systems, risk management and governance processes of UNAIDS. The IEOAC role is to strengthen accountability and oversight within UNAIDS.
2. The IEOAC provides advice to the PCB and the Executive Director on:
 - a) the quality and the level of financial reporting, governance, risk management, and internal controls within the UNAIDS Secretariat;
 - b) the responses and actions taken by the UNAIDS Secretariat management on internal and external audit recommendations;
 - c) the independence, effectiveness and objectivity of the internal and external audit functions; and
 - d) the interaction and communication between the PCB, the External Auditor, the Internal Auditor, the Ethics Officer, and UNAIDS Secretariat management.

Responsibilities

3. The specific responsibilities of the IEOAC include advising the PCB and the Executive Director on the following:
 - a) Financial and performance reporting: consider issues arising from the audited financial statements and financial and performance reports produced for the PCB.
 - b) Accounting: consider the appropriateness of accounting policies, standards and disclosure practices and any changes and risks thereto.

- c) External audit: review the scope, plan and approach of the External Auditor's work, and follow-up on external audit recommendations.
- d) Internal audit: review the scope, plan, resources, performance of the internal audit function and the Internal Auditor, and the appropriateness of the independence of this function, and follow-up on internal audit recommendations.
- e) Risk management and internal controls: review the effectiveness of UNAIDS Secretariat internal control systems, including management and internal governance practices.
- f) Financial regulations and rules: consider the operation and effectiveness of the financial regulations.
- g) Compliance: review the systems established by the UNAIDS Secretariat to maintain and promote compliance with laws, regulations, policies and high standards of integrity and ethical conduct to prevent conflicts of interest.
- h) Monitor issues and trends arising from UNAIDS Secretariat financial and performance reporting, including audit reports, and advise the PCB on implications to UNAIDS;
- i) Review and advise on the ethics function, investigation function, and measures taken to prevent fraud;
- j) Track all JIU reports issued, and recommendations relevant to UNAIDS;
- k) Review the reports of the internal auditor and monitor the number of open investigations and progress on completion of investigations on allegations of misconduct against UNAIDS Secretariat staff;
- l) Establish an annual work plan including the follow-up and monitoring of any internal and external oversight recommendations;
- m) Provide annual update to the PCB; and
- n) Perform any other duties consistent with the mandate as requested by the PCB.

Authority

- 4. Through the PCB Bureau, the IEOAC shall have the necessary authority, including, full access to information and records within the UNAIDS Secretariat in order to fulfil its responsibilities, subject to issues of privacy and confidentiality. Access to information and records will be requested through the PCB Bureau.
- 5. The IEOAC will have unrestricted and confidential access to the Internal Auditor, the External Auditor and the Ethics Officer.
- 6. The IEOAC Terms of Reference may be reviewed and revised as necessary in order to best respond to emerging priorities and new challenges. Any proposed amendment to the Terms of Reference shall be submitted to the PCB through its Bureau for approval.
- 7. The IEOAC, as an advisory body, has neither executive authority nor other operational responsibilities.

Composition

8. The IEOAC shall be comprised of not fewer than five and up to seven independent expert members serving in their personal capacity in an ethical manner.
9. To undertake their role effectively, members of the IEOAC must possess knowledge, skills and senior-level experience in at least one of the following areas:
 - (a) finance and audit;
 - (b) organization governance and accountability structure;
 - (c) risk management and internal control;
 - (d) investigations; and
 - (e) senior-level management.Collectively, the committee shall possess knowledge, skills and senior-level experience in all of the above areas.
10. Membership should reflect the composition elements of the PCB with due regard to:
 - (a) geographic distribution according to ECOSOC;
 - (b) gender balance;
 - (c) public, private and not-for-profit sector experience; and
 - (d) levels of country economic development.
11. All IEOAC members must possess a strong understanding of UN and/or intergovernmental organizations.
12. All IEOAC members shall be proficient in at least one of the two working languages of UNAIDS.
13. Members should have an understanding of the mandate, values and objectives of the UNAIDS Joint Programme, the accountability structure, the relevant rules governing it, and its organizational culture and control environment.

Independence

14. Since the role of the IEOAC is to provide objective advice, members shall remain independent and free of any real or perceived conflict of interest.
15. Members of the IEOAC shall:
 - a) not engage in activity that could pose a conflict of interest that could impair their independence with UNAIDS;
 - b) not currently be, or have been within the three years prior to appointment to the IEOAC, employed or engaged in any capacity by the UNAIDS Secretariat or have an immediate family member working for, or having a contractual relationship with, the UNAIDS Secretariat; nor shall the member have been an applicant for employment at the UNAIDS Secretariat within the same time period;

- c) not currently be, or have been within the three years prior to appointment to the IEOAC, member of a delegation to the UNAIDS PCB nor have an immediate family member serving as a member of a delegation to the PCB;
 - d) not currently be, or have been within the three years prior to appointment to the IEOAC, an employee of a member of the United Nations Panel of External Auditors or a member of the Joint Inspection Unit; and
 - e) not be eligible for any senior employment with the UNAIDS Secretariat for three years immediately following the last day of their tenure on the IEOAC.
16. IEOAC members shall serve in their personal capacity and shall not seek or accept instructions concerning their work on the IEOAC from any government, constituent or other authority internal or external to UNAIDS.
17. Prior to the first scheduled meeting of the IEOAC in each calendar year, members of the IEOAC shall sign an annual declaration of independence and statement of financial interests. Members shall also inform the Chair of the PCB of any change in their professional situation, or any other matter that could be perceived to influence their independence or capacity to act. In addition, members shall sign a declaration of confidentiality regarding their work as a member of the IEOAC.

Selection, Appointment and Term

18. Members of the IEOAC shall be appointed by the PCB following a selection process as set out in the following paragraphs.
19. The UNAIDS Executive Director shall in consultation with the PCB Bureau:
- a) place a call for expressions of interest from suitably qualified and experienced individuals through advertisements in reputable international magazines and/or newspapers with wide geographical circulation, and on the Internet;
 - b) inform the PCB members and observers of the search process.
 - c) engage an external consultant or a professional search firm specialized in the recruitment for senior positions, to screen all applications, interview candidates deemed suitable, and prepare a shortlist of the most suitable candidate based on the criteria for recruitment. In finalizing the shortlist due regard will be given to the diversity referred to in Paragraph 10. The consultant shall provide a report containing a brief assessment of the unsuccessful candidates; and
 - d) constitute a selection panel; decisions of the selection panel will be made by consensus; if consensus cannot be reached, the issue will be referred to the PCB Bureau.
20. The PCB Bureau shall review the final selection of candidates and, if in full agreement, refer it to the PCB for final consideration and approval. If full agreement cannot be reached by the Bureau, the issue will be referred to the PCB.

21. Members of the IEOAC are appointed to serve a term of two years. Terms are renewable for a second and final term of two years, which need not be consecutive. However, in the inaugural IEOAC, half of the Committee members will be asked to serve a single three-year term so as to allow for a staggered replacement of members at the time of renewal, thereby ensuring that all members do not complete their terms at the same time. Thereafter, all renewable terms will be for two years only.
22. The positions of Chair and Vice-Chair will be rotational and shall be selected by the IEOAC members from among their number; the Chair and Vice-Chair shall serve in this capacity for a maximum of one term of their membership of the IEOAC.
23. A member of the IEOAC may resign his/her membership by giving notice in writing to the Chair of the PCB. A special temporary appointment for the remainder of the outgoing member's term shall be made in accordance with the provisions set out in paragraph 19 to cater for such a vacancy.
24. A member appointed by the PCB as laid down in paragraph 23 shall be eligible for reappointment to the IEOAC for a second and final term.
25. An appointment to the IEOAC may only be revoked by the PCB.

Meetings

26. The IEOAC shall meet, in principle two times per year, normally in March and September. A third meeting may be called in the intervening months if deemed necessary. The exact number of meetings per year will depend on the agreed workload for the IEOAC and the most appropriate timing for consideration of specific matters. Interpretation shall be provided during the meetings, as necessary, in the two working languages of UNAIDS.
27. Subject to these terms of reference, the IEOAC may establish its own rules of procedure to assist its members in executing their responsibilities. The IEOAC rules of procedure shall be communicated to the PCB for its information.
28. The IEOAC deliberations shall be through group discussion. As such members are expected to attend all scheduled sessions of the Committee. As members serve in a personal capacity, alternates are not permitted.
29. UNAIDS officials with functions relevant to the items on the agenda of the IEOAC may be invited to join a meeting by the IEOAC.

Reporting

30. The Chairperson of the IEOAC will present an annual report containing advice, observations and recommendations as appropriate, in writing for consideration by the

PCB; an in-person report by the Chairperson of the IEOAC may be requested by the PCB.

31. Interim reports addressing key findings and matters of importance may be submitted to the PCB Bureau at the discretion of the IEOAC or request of the PCB Bureau at any time. The Chairperson of the IEOAC may inform the Bureau at any time of any serious governance issue.
32. To promote transparency, IEOAC meeting notes will be posted publically on the UNAIDS website. If agreed by the PCB Bureau, meeting notes may be redacted to remove private and confidential information.

Administrative Arrangements

33. Members of the IEOAC will provide their services pro bono.
34. Members of the IEOAC shall, in accordance with the travel procedures applying to members of the PCB:
 - a) receive a daily subsistence allowance for periods of attendance at IEOAC meetings or when on other official IEOAC business; and
 - b) for those not residing in Geneva or the Geneva/France border communities, be entitled to reimbursement of travel expenses to attend the IEOAC sessions.
35. The UNAIDS Secretariat shall provide logistical and administrative support to the IEOAC.
36. Periodic external review of the IEOAC performance should be conducted self-assessment every year and independent evaluation 2 years with a report to the PCB.

[End of document]

Annex 2: Curricula vitae and statements of interest for final selection of candidates

Candidate: Saad Bounja

Finance, Audit & Governance Leader and Advisor

Accomplished, agile and results-driven executive with deep credentials in Internal Audit, SOX, Governance, Finance and Compliance acquired while working in global and complex organizations.

As a retired senior executive, I have a demonstrated track record leading, transforming global functions, and managing multi-cultural teams across regulated and non-regulated industries (medical technology, retail, services.) Expert in evaluating, improving, managing all aspects of the internal audit lifecycle, and helping organizations understand and address enterprise and compliance risks. Designed and implemented complex compliance monitoring and testing programs.

I have significant expertise providing governance and risk management oversight to Not for Profit and Non-Governmental Organizations, including the UN System.

I am currently enrolled in a MS in Global Affairs part time program at New York University (NYU) to fulfill a long-term passion for International Relations, Global Development and Humanitarian Advocacy and Assistance. Expected Graduation: Fall 2022.

Highlighted Areas of Expertise

- Internal Audit
- Internal Controls and SOX
- Enterprise Risk Management
- Project Management
- Data Analytics
- Compliance Monitoring & Testing
- Change Management
- Finance & Accounting
- Ethics & Investigation
- UN System & Governance

EXPERIENCE

Becton Dickinson & Co (BDX – \$16B Medical Technology Co – NYSE)

Feb 2012 – Mar 2019

Vice President, Compliance (BDX), Jan 2017 – Mar 2019

Led the integration of key compliance monitoring processes and activities in connection with two large acquisitions made by BDX in 2014 and 2017. Led the design and implementation of an enterprise compliance risk assessment program.

Select Accomplishments

- Designed and implemented a Data Analytics compliance program focused on Anti-Bribery/Anti-Corruption and Healthcare Compliance risks. The program enabled the rapid detection of potential deviations from compliance policies and effective and timely remediation activities designed to mitigate these key risks.

- Spearheaded an innovative predictive fraud monitoring program that correlates organizational, HR and other data elements and has helped strengthen the ethical climate in the organization.

Vice President, Finance (BD Biosciences), Mar 2014 - Jan 2017

Oversaw WW Finance function at this \$1.2B Business Unit (28 associates in General Accounting, FP&A, Cost, Royalty management) across 5 locations. Participated in all key decisions of the business (e.g. Strategy, M&A, R&D, Operations.) Led the transformation of the Finance function centered on business partnering, continuous improvement and compliance, enabled by organizational and process changes.

Select Accomplishments

- Strengthened controls and procedures that led to improved revenue forecast accuracy (from 85%+ to 97%+ accuracy from 2015 to 2016).
- Expanded margins (\$5M) through improved solution pricing governance.

Vice President, Internal Audit (BDX), Feb 2012 - Mar 2014

Reported functionally to the Audit Committee and administratively to the CFO; Member of the BD Leadership Team. Oversaw a global internal audit and SOX team of 25 auditors in 5 countries. Led the transformation of the internal audit function to align with best practices. Partnered with CFO and Treasurer to streamline the ERM program based on leading practices. Introduced data analysis as a core enabler to internal audit activities. Partnered with the Ethics function to support investigations.

Select Accomplishments

- Helped position the function in the top 10% percentile based on an independent best practice benchmarking assessment conducted in 2014.
- Improved the stature of the IA function particularly at the Audit Committee and Executive Team levels which led to a substantial increase in the level of solicitation for special projects.

PwC, New York, NY
2012

Dec 1997 - Feb

Managing Director, Internal Audit Services

Provided internal audit and SOX expert advisory services across various sectors including the UN System. Oversaw quality of IA and SOX engagements and all aspect of the end-to-end internal audit lifecycle. Helped clients design and implement robust Enterprise Risk Management Program. Led successful high-profile internal PwC initiatives focused on client service delivery and process improvement.

Select Accomplishments

- Helped F10 to 500 clients achieve conformance with the IIA standards.
- Enhanced the effectiveness while reducing the cost of the SOX program by 50% to 70% at publicly listed companies.

EDUCATION/PROFESSIONAL CERTIFICATION

NYU, Center for Global Affairs – MS in Global Affairs program (part time) – expected graduation: 2022

Paris Graduate School of Management (ESCP Business School) – Paris, France - Majors in Management Accounting and Corporate Finance. 1984 to 1987.

Certified Internal Auditor since 1997.

AFFILIATIONS/VOLUNTEER ACTIVITIES

CGIAR (Consultative Group for International Agricultural Research) System Council – Consortium of Agriculture Centers dedicated to alleviating poverty and other global issues through agricultural research. **Chair**, Assurance Oversight Committee since January 2019.

UNESCO (United Nations Agency) - Paris, France - Member of the Oversight Advisory Committee providing advisory support to the Director-General in the areas of Audit, Evaluation, Ethics and Risk Management. From 2014 to 2018.

Fluent in **English, French** and **Arabic**. Knowledge of **basic Spanish**.

Cover letter: Saad Bounja

Dear Sir, Madam:

It is with great interest that I am responding to your posting for members of the Independent External Oversight Advisory Committee (IEOAC) at UNAIDS.

I am a retired senior finance and audit executive in the private sector with strong credentials in internal audit, ethics & compliance, finance, and risk management.

I spent a significant portion of my career at PwC, the Global Consultancy, advising clients on governance, internal audit, and risk management best practices.

After 15 years with the firm, I joined Becton Dickinson (BD), a Fortune 500 medical technology company committed to Global Health including the fight against HIV & AIDS, where I led the global internal audit function and held two additional senior finance and compliance roles. During my tenure at BD, I had the opportunity to travel around the world to meet associates, clients, and patients, including regions where HIV & AIDS are still prevalent such as Southern Africa.

I left the company and the corporate world in March 2019 to embrace my passion for the Not for Profit and NGO sectors and to seek opportunities that can fully align with my personal commitment to global causes. I am also pursuing a MS in Global Affairs program on a part time basis, to broaden my knowledge and understanding of international relations and global development.

My deep technical and functional expertise in healthcare, risk management and governance along with my experience with global organizations, including the UN System, position me well to meet the expectations of this role. I continue to hold independent oversight responsibilities that align well with those outlined in this role description on the IEOAC.

I strongly believe in the mission of UNAIDS and its efforts to lead the fight against HIV & AIDS. As a Moroccan national and a member of the LGBTQ community, I have witnessed the impact of AIDS on the community and in the developing world. In addition to bringing experience and skills that will be accretive to the Committee, joining the IEOAC will be a gratifying and fulfilling experience, on a personal level.

Thank you in advance for your consideration and I look forward to hearing from you.

Sincerely,

Saad Bounjoua

Candidate: David Kanja

PROFESSIONAL SUMMARY

Over 35 years that includes effective and strategic leadership of operationally independent and objective internal audit, investigation, evaluation and inspection functions in large complex international organizations. Proven ability to maintain excellent professional and collaborative relationships with senior management, audit committees, governing bodies and other key stakeholders. Strong inter-personal skills and high standards of integrity and professionalism. Excellent professional credentials that include various auditing, risk management and accounting qualifications as well as a first-class honors commerce degree.

PROFESSIONAL EXPERIENCE

UNITED NATIONS, New York, USA

Assistant Secretary-General, Office of Internal Oversight Services (June 2012 to June 2021)

Oversaw the activities of the operationally independent audit, investigation, evaluation and inspection functions of the United Nations, which is a global intergovernmental organization that has an annual operating budget of about \$10 billion and employs over 37,000 civilian staff and 81,000 military and police personnel. Oversaw activities conducted by 320 staff based in multiple duty stations around the world delivering risk-based and objective audits, investigations, evaluations, inspections and related advisory services. Oversight assignment results were provided to Senior Management, three Audit Committees and the General Assembly.

UNITED NATIONS CHILDREN'S FUND, New York, USA

Director, Office of Internal Audit and Investigations (2010 to 2012)

Managed the operationally independent audit and investigations functions of the United Nations Children's Fund (UNICEF), which had an annual operating budget of \$4 billion and employed over 11,000 staff in 2012. Oversaw auditors and investigators based in New York delivering risk-based and objective audits, investigations and related advisory services. Reported to the Executive Director and had additional reporting relationships with the Executive Board and Audit Committee.

THE WORLD BANK GROUP, Washington DC, USA

Manager, Internal Audit Department (2001 to 2010)

Managed various key areas within the audit function of the World Bank Group, which has more than 10,000 employees in more than 120 offices worldwide and is one of the world's

largest sources of funding and knowledge for developing countries. Oversaw numerous groups of 10 to 15 audit staff who delivered risk-based and objective audits and related advisory services to the organization. Audit assignment results were provided to the organization's senior management and Audit Committee. Reported to the World Bank Group Auditor General.

Senior Auditor, Internal Audit Department (1995 to 2001)

Managed engagement teams that delivered various internal audit risk-based assurance and advisory assignments, and conducted special reviews. Effectively coordinated departmental audit quality control matters, managed relationships with key clients, and periodically updated the audit manual.

Investment Analyst, International Finance Corporation (1993 to 1995)

Handled the headquarters review and processing of International Finance Corporation field office small and medium size investment proposals in the East and Southern Africa Regions.

Auditor, Internal Audit Department (1992 to 1993)

Performed various internal audit risk-based assurance and advisory engagements, and special reviews of regional units and institutional reporting systems.

DELOITTE & TOUCHE MANAGEMENT CONSULTANTS LTD, Nairobi, Kenya

Senior Manager (1990 to 1992)

Oversaw a team of professionals in the Nairobi office of Deloitte & Touche, which was part of one of the largest professional services networks in the world. This team provided auditing, financial advisory, consulting and risk advisory services to major private sector companies as well as donor funded activities in government ministries, state owned enterprises, and non governmental organizations in East Africa.

Supervising Consultant (1988 to 1990)

Managed teams that provided auditing, accounting, risk advisory and consulting services to programs funded by the World Bank and other development agencies.

DELOITTE HASKINS & SELLS, London, United Kingdom

Audit Manager (1987 to 1988)

Oversaw various audit teams in the London office of Deloitte Haskins & Sells, which was part of one of the largest audit firms in the world. These teams conducted independent financial statement and internal control audits of subsidiaries of major public companies and medium sized limited companies.

Audit Senior (1983 to 1986)

Was responsible for the conduct of independent financial statement and internal control audits and the supervision of audit teams. Was also involved in the provision of accountancy work to the firm's clients.

EDUCATION AND PROFESSIONAL QUALIFICATIONS

Practicing Certificate #7602741, 2019

Institute of Chartered Accountants in England and Wales

Certification in Risk Management Assurance (CRMA), 2013

Institute of Internal Auditors, USA

Certified Internal Auditor (CIA), 1992

Institute of Internal Auditors, USA

Best overall performance in the November 1992 worldwide examination

Certified Public Accountant (CPA), 1988

Institute of Certified Public Accountants, Kenya

Chartered Accountant (FCA), 1987

Institute of Chartered Accountants in England and Wales

Bachelor of Commerce (accounting option), 1983

University of Nairobi, Kenya

Awarded First Class Honors and ranked as top graduating student for 1983

MEMBERSHIPS IN PROFESSIONAL BODIES OF AUDITORS AND ACCOUNTANTS

- Member of the Institute of Internal Auditors in the USA - from 1992 to date.
- Member of the Institute of Certified Public Accountants of Kenya - from 1988 to date.
- Fellow member of the Institute of Chartered Accountants in England and Wales - from 1987 to date.

OTHER PROFESSIONAL ACTIVITIES

Institute of Internal Auditors

- Served as a key member and contributor in various international committees of the Institute of Internal Auditors, which is the global professional body for internal auditors. These committees included: Committee of Research and Education Advisers (2012 to 2013); Exam Development Committee (2010 to 2012); and Board of Regents (2007 to 2010).

- Served as a core member of Institute-led external quality assessments of the internal auditing functions of the United Nations, the African Development Bank and UNESCO.
- Served as an instructor on numerous Certified Internal Auditor examination review courses held by chapters of the Institute.

UNICEF Audit Advisory Committee

Served, from 2006 to 2009, as Chair of a five person independent Audit Advisory Committee that provided advice to the UNICEF Executive Director and the UNICEF Executive Board on matters related to oversight, enterprise risk management, accounting and reporting practices, compliance issues, investigations and internal and external audit processes.

Cover letter: David Kanja

Dear Sir/Madam,

Application for the position of member of the Independent External Oversight Advisory Committee for UNAIDS

I am writing in response to the advertisement for the above-mentioned position that is on the website of the Economist magazine.

I am interested in this position because I recently retired from full time work and now wish to use my experience and expertise to contribute to the work of organizations such as UNAIDS whose purpose is to improve and save human lives.

My qualifications, which are summarized on my attached curriculum vitae, are an excellent match for the position. In particular I have:

- Over 35 years of relevant experience that includes effective and strategic leadership of operationally independent and objective audit, investigation, evaluation and inspection functions in large complex international organizations.
- Experience of being a member and Chair of UNICEF's independent Audit Advisory Committee, which provided advice to the UNICEF Executive Director and the UNICEF Executive Board on matters related to oversight, enterprise risk management, accounting and reporting practices, compliance issues, investigations and internal and external audit processes.
- A proven ability to maintain excellent professional and collaborative relationships with senior management, audit committees, governing bodies and other key stakeholders.
- Strong inter-personal skills and high standards of integrity and professionalism.

I welcome the opportunity to discuss this position with you and/or the relevant nomination/selection committee. If you have any questions or would like to schedule an interview, please let me know.

Yours sincerely,

David Kanja

Candidate: Bushra Malik

Bushra Naz-Malik, FCA (Pak), CPA, CA (Canada) & MBA (USA & Canada)

PROFILE

High-Energy Business & Governance Expert with strong global academic and work experience-

- A Certified Director, registered director with PICG database and an expert in Corporate Governance.
- A business leader and savvy negotiator in international Mergers & Acquisitions, Restructurings, and local / off-shore Funding.
- Effective troubleshooter for solving complex Strategic, Business and Taxation Issues (with IFRS, GAAP & IPSAS expertise).
- Diversified educational background of Accounting (CA, CPA Ontario, FCA Pakistan & Member IIA) and Business (Harvard University, Kellogg School of Management & York University) with IT (Oracle & SAP) and Legal Expertise (LLB, Pakistan). Winner of 2020 life time achievement Award
- Strong team capabilities & motivation abilities with excellent change management, problem solving and teaching skills.

EXPERIENCE

Member Competition Commission of Pakistan (April 2019-March 2022) www.cc.gov.pk. Currently working as one of the five members of the Commission and managing the department of Office of Free Trade, Competition Research & Policy Departments along with hearings and participating in other activities of the Commission. It is a quasi-judicial institution responsible for fair competition in Pakistan and protecting consumers interests. I am also member of its Audit Committee. Previously I was responsible for Advocacy, Office of International Affairs and External Outreach, Science & Technology, Exemptions and Mergers & Acquisition Departments.

Member, Board of Trustee, & Chair Audit & Risk Committee (ARC) World Agroforestry Centre, Nairobi, Kenya www.worldagroforestry.org (Nov 2015- April 2022) and **Centre of International Forestry Research, Indonesia** www.cifor.org. These are premium research based organizations leading the global field of forestry and agroforestry with objective of fighting climate change, nutrition and hunger for small farmers and soil health. In 2019 an effective merger between the two Centres with one Board has been finalized.

I have the responsibility of the oversight of activities including oversight of its strategy implementation, rebranding, merged activities of institution including investment. Achievements include strategy refresh, updation of business model, and implementation of enterprise risk management. We also led merger of this organization with CIFOR (Research forestry Institute) in Indonesia, with me being one of the member elected for combined Board. I also oversaw the finalization of external audit mandate, external quality assessment of the internal audit unit led by PWC and finalized the quality improvement plan.

Member Board of Directors, PIDC, Karachi, Pakistan (PIDC) May 2016-current
www.pidc.com.pk

PIDC is responsible for industrial development in Pakistan and has number of subsidiaries focusing on various sectors of industry. I worked on improving the control environment with implementation of new IIA standards and development of Internal Audit Department along with performance appraisal system for CIA. Achievements include review of policies and procedures and identification of gaps therein. After joining CCP, I resigned as chair of audit committee. The Co. falls under Ministry of Industries & Production, Pakistan.

Member Board of Directors, Trading Corporation of Pakistan, Karachi, Pakistan June 2018-current
www.tcp.gov.pk

I have been appointed on the Board of this public sector entity which is responsible for governmental trading activities including imports and exports. Have been assigned the responsibilities of Audit & Risk Committee and Human Resource Committee. Key achievements include review of the company policies and procedures. After joining CCP, I stepped down as ARC Chair. The co. falls under Ministry of Commerce, Pakistan.

Vice Chair, IAOC, UNHCR, Geneva, Switzerland (Sept 2019-August 2022)
www.unhcr.org

I had been working as member of independent audit oversight committee since Sept 2019 for three years and this year has been elected as its vice chair. The committee has oversight on governance, financial reporting, internal and external audit, risk management and ethics. I introduced culture of work plan for the Committee which has been acknowledged by all members to have made the Committee more effective.

Member Board of Directors and ARC, Fauji Fertiliser Company Ltd, Rawalpindi, Pakistan (2018-2019) www.ffc.com.pk It has the largest market share and has been ranked one in the top 25 listed companies in the country for last thirteen years by PSX. It has also won a number of other awards. I worked for improving the governance structure of the company. I am also a member of the human resource committee, project diversification committee and system and technology committee there. Accomplishments include development of internal control framework, Board evaluation and work on development of Board KPIs. Due to conflict of interest with responsibilities as member Competition Commission I resigned in June 2019.

International Labor Organization, Geneva, Switzerland www.ilo.org

Ex- Chair, Independent Oversight Advisory Committee, (2013 till 2018)

As a Member of the IOAC, we oversaw and advised the ILO Governing Body and the Director General on issues relating to overall Governance, Financial Reporting, and Internal/External Audit & Risk Management. ILO is a member organization of United Nations with a balance sheet size of \$1.6B. As technical experts, we have been able to add value and provide unbiased and professional opinion on a variety of issues concerning the enterprise as a whole. Also oversaw external quality review for Internal audit from EY and then KPMG during the term and finalization of external audit mandate. I am amongst one of the two members who were reappointed for a second term.

Accomplishments:

Internal Audit: We are focusing on capacity and quality of internal audit and have been able to reduce management's time for implementation of audit recommendations from 11.4 months to less than 4 months during our appointment period. Also supervised external quality assessment led by KPMG.

External Auditor: We provided technical assistance to the Governing Body for selection of external auditor and also helped JIU to finalize their report on oversight committees in the UN system.

Ex-Member System Management Board (July 2016-June2016) Chair Audit & Risk Committee CGIAR System Organization, France (July 2016 till April 2018)

www.cgiar.org

Consultative Group on International Agricultural Research (CGIAR System Organization) is the only worldwide partnership comprising of 15 Centers addressing agricultural research for development, whose work contributes to the global effort to tackle poverty, hunger, health, nutrition imbalances, conservation, and environmental degradation. I was actively engaged in the transformation of the organization after major reform process with special focus on governance. Achievements include finalization of second generation of CRP portfolio of \$1.45Billion and leading finalization of risk management framework and performance management framework for the system. Further I led an extensive performance 360 feedback assessment for head of Internal Audit on behalf of the Board and establishment of a platform for best practice sharing and effective oversight for 15 Centres.

Lahore Stock Exchange, Lahore, Pakistan now merged into Pakistan Stock Exchange

www.psx.com.pk

Independent Member, BOD & Chairperson Audit Committee (FY 2010-11 till December 2013)
Key responsibilities included oversight of Governance, Accounting, Auditing, Risk Management, Strategy, HR, Investment and Regulatory activities at the Exchange and Trustee of its various funds.

Consulting/ Advisory (Dec 2010-Mar2019) Member BTG, USA

worked as a consultant/advisor; have also been engaged in assignments through EY Ford Rhodes Pakistan which include gap analysis, restructuring, policy analysis, stakeholder consensus building and capacity building for Punjab mining, labor, environment and industrial sectors. Also had helped a Turkish water treatment company develop and roll out its business activities in Pakistan. Further provided services as Business Process Specialist to China-Pak Economic Corridor, Ministry of Planning, Development and Reform from August 2014 till Jan 2016. It included coordination, monitoring and managing of a portfolio of energy, infrastructure, science, health, education and culture exchange projects valuing \$46B. The role involved effective coordination and consensus building across a variety of stakeholders and promoting Chinese investment in Pakistan. It also involved managing the change process and improving focus of all stakeholders on business process reengineering. Through MHM Consulting, Pakistan I also worked in collaboration with City Centre Financials Services in Canada for providing financial and governance advisory services including outsourcing

Corporate Finance function, GAP analysis, strategy implementation, capacity building, system evaluations and internal audit, risk assessments and specialized audits e.g. treasury operations, sustainability and performance audit to number of small and medium sized clients.

Accomplishments:

CPEC projects have rolled down to implementation stage and national consensus has been built on the importance of the project which has improved the overall business environment of the Country including its rating. The project shall help in removing current energy crisis of the country.

Kohinoor Maple Leaf Group, Lahore, Pak - GDF & Member, Bod (Apr 2007 - Nov 2010)

www.kmlg.com

Kohinoor Group is a \$400M (3000 employees) consortium of publically listed firms, headquartered in Pakistan with global customers including Walmart, Sears, and Macys, etc. The primary business activities include cement, power and textiles. Responsibilities included:

- Built and managed expectations of stakeholders regarding financial information relating to growth, top line, earning, and profitability thereby increasing share price by 20%.
- Managed treasury and raised \$450M using debt & equity structures, bringing spread down by 66% and led balance sheet restructuring of \$350M with fresh injections of \$150M, interest moratorium of 1.5 years and principal grace of 3 years. Saved 10% on currency trading of annual \$400M.
- Led installation of green capital project involving creation of power from waste heat generated by the cement operations including its feasibility analysis, funding, CDM and progress evaluation etc which saved power cost by 20% and revolutionized the entire industry.
- Led the turnaround of white cement division involving new marketing strategy, driving out competition, tax break from regulator and private equity interest.

Accomplishments:

Raised the largest debt instrument of cement industry in Pakistan which was termed as the deal of the year (2007) by *The Banker* magazine.

Successfully restructured the entire long term debt of the group after the 2008-09 financial crises and the global melt down including fresh injection of money by various stakeholders, period extension, mark-up reduction and payable-when-able-to concept through cash sweep mechanism. The transaction was recognized by ICAP through excellence award with positive NPV of \$500 M.

Nafees Group of Industries, Lahore, Pak - CFO & Member, Board of Directors (Jan 1995 - Feb 2007)

Nafees group (comprised of Azgard9, Pak-American Fertilizer, National Security Insurance, Nafees International Turkey, Colony Woolen Mills, Burke Mills USA) is a \$500M (8000 global employees) multi-national group of stock listed companies with textiles, power and fertilizer businesses. Major offices are located in Italy, Turkey, Sweden and USA, while being headquartered in Pakistan.

- Led the denim company of the group along with CEO from start up through various stages till it became a \$350M company. Initial funding arranged for the company

including supplier's credit from Mitsubishi Corporation, IBRD, private placements from local and foreign institutional investors.

- Managed the treasury and fund raising for the group total foreign trade of the group was \$347M. Our treasury was categorized and ranked as no.1 in textiles for 2004, 2005 and 2006 by the three big foreign banks.
- Handled acquisition of fertilizer project and completed the whole process within 7 months. **Institute of Chartered Accountants, Lahore, Pakistan Regional Director, Northern Region (1994)**

www.icap.org.pk As the administrative head for the region, managed the day-to-day activities.

Ayesha Group, Lahore, Pakistan Finance Manager (May 1992 – December 1993)

www.ayeshaspinning.com

EDUCATION

MBA Joint Program Kellogg Business School, USA & Schulich Business School, Toronto, Canada, 2009

Advanced Management Program (AMP 166), Harvard Business School, Boston, MA, USA, 2004

Fellow Chartered Accountant, Institute of Chartered Accountants of Pakistan, 1992

Member, Institute of Internal Auditors, USA, 2000

CA, CPA (Associate), Institute of Chartered Accountants of Ontario, 2013

Dual Bachelors, of Law and Arts, Punjab University, 1986 and (LLB) 1991

Certified Director under SECP's Code of Corporate Governance, 2013 and 2018. Board Orientation Program, CIGAR, France 2017.

OTHER DIRECTORSHIPS & MEMBERSHIPS

Member, Pakistan Institute of Corporate Governance, (PICG) since May 2016.

Chair of Campaign Committee 2012, Tran Nhan Tong Academy, Boston, USA.

Board Member & Business Development Committee, Maple Leaf Cement Factory Ltd 2007-10

Board Member, Legler Nafees Denim Mills Ltd 2000-05

Institute of Chartered Accountants of Pakistan – Various committees in multiples years: Publication Committee, Golden Jubilee Celebration Committee, Education Committee, Continued Professional Committee, PAIB Committee, Economic Advisory Committee and Auditing Standards Committee.

Member IPO Advisory Group organized by South Asian Federation of Exchanges and local stock ex.

Member Commonwealth Business Women, Pakistan Steering Group, 2012.

Winner of 2020 Life Time Achievement Award from Institute of Chartered Accountants of Pakistan.

Cover letter: Bushra Malik

EXPRESSION OF INTEREST FOR POSITION OF MEMBERSHIP OF IEOAC AT UNAIDS

Dear Sir/Madam,

With reference to the position of membership of IEOAC at UNAIDS shared by a friend, I am hereby submitting my expression of interest for the said position. I believe that my education and work experience coupled with strong communication, critical thinking, and leadership skills are a great fit for the role. I possess experience of working in public sector, private sector, capital market, international organizations including UN as well as accounting/consulting firm. My 29 years of work experience covers as regulator, business leader, trustee, CFO, consultant and a board member with focus on financial reporting, audit, risk management, governance, impact assessment, competition and ethics. Currently I am working as Member in Competition Commission of Pakistan promoting level plain field for businesses as a quasi-judicial regulator in the larger public interest. I am a CA, CPA from Ontario, Canada and FCA from Pakistan with Master's degree in Business Administration from Northwestern University in Chicago, USA as well as York University in Toronto, Canada. Before that I completed my post-graduate studies in management with special focus on leadership skills and strategic planning at Harvard University, USA with dual bachelors one in economics and other in law. My detailed resume is attached herewith.

Although I am strong at numbers and at analytical skills, I am passionate as well about corporate governance, development finance and transparency which makes me a very suitable person for the position. I have worked across the entire chain of business from Manager Finance/CFO/business development to auditor to Audit & Risk Committee Chair to Consultant/Member Competition Commission. Further last year I have received life time achievement award from Institute of Chartered Accountants of Pakistan. I would especially like to mention my assignment as Member of Oversight Committee of UNHCR where I suggested the Committee to follow yearly work plan for its working which enhanced its working abilities. Further at CGIAR System Organization, I also led development of risk management framework for the whole system comprising of 15 Independent Centres worldwide on international research which involved multicultural consensus building and at Lahore Stock Exchange (the front line regulatory and provider of capital market infrastructure), I led the creation of governance and internal control systems at the Exchange. There I also highlighted reporting error which was duly endorsed by KPMG the external auditors and corrections was made by the organization.

The ability to work with others in a team has also allowed me to hone my communication and motivational skills. Especially I would like to mention the capital re-structuring project (NPL) of \$350Million that I led for ensuring business sustainability for a company foot deep in the financial meltdown. Now the company is back into profits and the transaction proved to be a win-win scenario for all stakeholders. I also have hands on experience of technology and have led ERP implementations of Oracle and SAP along with many green initiatives. At Commission

I am leading office of free trade (deceptive marketing) and Competition Policy and Research. Further previously I had been providing consulting to a wide variety of clients in private sector and public sector with special focus on reporting, governance, restructuring, transparency, capacity building, fund raising, impact assessment and strategy implementation. Through EY Pakistan I worked with Punjab Government for restructuring and capacity building in mining and mineral department, labor department and environment department. I was a part of initial CPEC team finalizing projects valuing \$47 Billion. As member and Chair of Independent Oversight Advisory Committee (IOAC) at International Labor Organization (ILO)-a UN member organization my whole focus was on improving risk management, governance and transparency processes in entity having high public impact. During my period the institution transgressed its reporting from UNPAS to IFRS. As Chair of Audit & Risk Committee and member board of Trustees at World Agroforestry I am working for improving governance system, strategic direction and development of processes. There I also oversaw pre-merger review of due diligence at both Centres (World Agroforestry Centre-Kenya and Centre of International Forestry Research-Indonesia). I am also selected as the Audit Chair of both the Institutions and was also involved in overseeing transfer of reporting from CGIAR standards to IFRS. Further as member board of directors at PIDC and TCP I am commitment to provide effective oversight to organization promoting industrial development and trading activities on behalf of Government of Pakistan. Furthermore, as Audit Chair of Fauji Fertilizer Company Ltd, I worked for further improvement of governance process of enterprise awarded as number one amongst top 25 listed company for last 13 years, winner of best presented accounts award by ICAP/ICMAP and SAFA forums and UN Global Compact sustainability award and I only resigned because of conflict with my current assignment. Additionally, I am a certified director under local Code of Corporate Governance and am a member of Pakistan Institute of Corporate Governance (PICG). I have work experience of Asia, Africa, Europe and North America and I am truly passionate about the mission of the organization, and feel for the people living with HIV.

I look forward hearing from you in this respect.

Best Regards,

Ms Bushra N. Malik

Candidate: Ibrahim James Pam

Head of the Independent Integrity Unit | Green Climate Fund | Songdo, Korea|
+821023476155 | ipam@gcfund.org

Investigations | Analysis | Fraud Risk Management

PROFESSIONAL SUMMARY

Accomplished international lawyer and criminal investigator, with strong leadership experience and specialization in investigation of mass crimes, human rights abuses, as well as fraud and financial crimes, and with a broad experience in administrative and criminal investigations in multiple jurisdictions around the world, on behalf of national and international investigative offices. Proficient in the use of analysis, visualization and evidence management tools such as i2Analyst Notebook, CaseMap, RingTail and GoCase. Excellent oral and presentational capabilities, as well as highly competent numerical and interpretative skills. Works well under high pressure with tight deadlines and is comfortable with multinational and multicultural teams.

PROFESSIONAL EXPERIENCE

Green Climate Fund, Songdo, Republic of Korea

Head of the Independent Integrity Unit, November 2016 – Present

- § Established, led and managed the Independent Integrity Unit, including the authority to make appointments and manage staff of the unit;
- § Investigated high-profile incidents of integrity violations, including misconduct, harassment, fraud and corruption, involving any Fund activity (including actions by its staff members), corporate procurement by the Fund, and activities (including projects and programmes) using Fund resources directly or indirectly;
- § Developed policies, procedures and controls to mitigate the opportunities for integrity violations and to address anti-corruption and counter the financing of terrorism in the Fund's activities.
- § Developed innovative machine-learning data analytics tool for detecting integrity red flags in the Fund's projects portfolio of over USD33bn across 197 countries.

Office of Internal Oversight Services (OIOS, Investigation Division), United Nations, Juba

*Resident Investigator, UN Mission in South Sudan (UNMISS) June 2015 – October 2016
[with concurrent accreditation to the United Nations Interim Security Force in Abyei (UNISFA)]*

- § Conducted complex sexual exploitation and abuse, procurement, misconduct and fraud investigations covering three United Nations field missions in South Sudan, Abyei and Central African Republic;
- § Deputy Leader of a sexual abuse investigation team that conducted the largest ever investigation of sexual exploitation and abuse committed by UN peacekeepers in the history of the United Nations, in Central African Republic in 2016.

- § Created an integrated searchable risk management database in Microsoft Excel, as a repository for information and as an analysis tool for “hotspot-mapping”, as well as predictive and prescriptive analysis.

**Integrity and Anti-Corruption Department (IACD), African Development Bank,
Tunis/Abidjan**

Chief Investigations Officer, April 2012 – April 2015

- § Led and managed a team of eleven investigators with different specializations in financial crimes, fraud, procurement and corruption investigations
- § Conducted the most complex and most sensitive cases of fraud and corruption either relating to projects financed by the African Development Bank or involving serious misconduct, such as sexual harassment, abuse of authority and misuse of Bank resources.
- § Prepared the annual work programme, managed the investigations budget (with oversight by the Director), liaised with other Bank departments, and established cooperation with regional and national accountability institutions.

Office of the Prosecutor (OTP), International Criminal Court, The Hague

Analyst and Investigator/Trial Coordinator, December 2005 – March 2012

- § Team Leader for the Darfur Situation investigation; conducted over fifty interviews of victims, suspects, experts and other witnesses in different parts of the world and produced over twenty analytical reports on various thematic areas relevant to the investigations, along with audio-visual aids generated using various analytical software.
- § Sourced and managed important intermediaries who acted as conduits for reaching critical witnesses, and managed relationships with credible non-governmental organizations and academic institutions that provided important links to witnesses and other sources of evidence.
- § Responsible for and developed the knowledge of the OTP in the rebel groups in Darfur and eastern Chad. Led the investigation into the crimes committed by rebel groups in Darfur that was the first case brought by the Prosecutor in the Darfur Situation.

PACT Nigeria, Abuja

Program Coordinator, September 2005 – November 2005

- § Coordinated the solicitation and selection process for recipients of USAID grants administered by the Project.
- § Developed the annual work plan and budget for activities, and ensured the timely implementation of training program activities, as well as adapted and developed training manuals for local consultants.
- § Conducted policy research, analysis and documentation in support of project activities, and developed a long-term advocacy support plan for the guidance of on-going technical assistance to project activities.

Independent Corrupt Practices and Other Related Offences Commission, Abuja

Chief Legal Officer, July 2001 – September 2005

- § Conducted sensitive high-level investigations into public sector corruption.

- § Head of the Special Unit in the Office of the Chairman with responsibility for sensitive investigations, liaison with international development partners and civil society, negotiation of international legal instruments, strategic planning and staff development.
- § Represented Nigeria as lead delegate to the ad hoc committee for the drafting of the African Union Convention on Preventing and Combating Corruption in Addis Ababa in 2001, and the ad hoc committee on the drafting of the United Nations Convention Against Corruption in Vienna, 2001-2002.

Human Rights Violations Investigation Commission, Abuja (“Oputa Panel”)

Special Legal Assistant, April 2000 – July 2001

- § Undertook the legal and factual analysis of over four hundred petitions of human rights abuses in order to classify the allegations, conduct a preliminary verification of facts, identify alleged perpetrators, and recommend an investigation plan.
- § Organized investigation teams and led the of conduct investigations to verify the allegations contained in the petitions and presented the investigation findings before the Commission in its public hearings.
- § Assisted with legal and logistical support to organize the public hearings of the Commission, and organized the daily caseload for the public hearings.

J Y Pam & Co., (Legal Practitioners), Jos

Senior Counsel, October 1995 – April 2000

- § As Senior Counsel participated in case preparation, analysis of legal claims and evidence, collection of rebuttal evidence, preparation of witnesses, examination of witnesses and presentation of arguments.
- § Provided legal and secretarial services to clients, including a social sector philanthropic Foundation registered under the Trustee’s Law and providing charitable services.

Continental Merchant Bank Nigeria Plc, Lagos

Senior Supervisor, February 1991 – October 1995

- § As Supervisor in the Credit & Marketing Department assigned to the Trade Finance function as relationship officer on the Export Credit desk, managed relationships with a number of export clients, processed clients’ export credit requests by preparing credit facility reports that analyzed the viability of the proposed credit along standard parameters that examined profitability, management, liquidity and marketability of the proposal.
- § Received management commendation for creditably managing an up-country escrow account of N1.5 million.
- § Processed applications for additional export credit and foreign exchange allocations through the export credit guarantee scheme of the Nigerian Export-Import Bank (NEXIM) and the Central Bank of Nigeria respectively.

F. O. Fagbohunge & Co., (Legal Practitioners), Lagos

Junior Counsel, September 1989 – February 1991

- § As Junior Counsel undertook first-stage treatment of briefs for clients with criminal matters.
- § Processed probate matters before the High Court for the admission of intestacy claims and issuance of letters of administration.

§ Drafted legal conveyances and contracts related to land transactions for both commercial and non-commercial transactions.

EDUCATION | TRAINING

London School of Economics and Political Science

Master of Science in Criminal Justice Policy (2005)

Nigerian Law School

Barrister at Law (BL) (1989)

University of Jos, Nigeria

Bachelor of Laws (LL.B., Hons)

AFFILIATIONS AND ASSIGNMENTS

Chair of the Ad Hoc External Advisory Panel on Work Culture for the Office of the Prosecutor, International Criminal Court, 2021

Conference Chair, host of the 19th Conference of International Investigators (CII) 2018

Member, Advisory Board of the African Association of International Law (March 2013 – present)

Lead Expert for Nigeria at the African Union Ad Hoc Committee for the Negotiation of the AU Convention on Preventing and Combating Corruption, Addis Ababa, Ethiopia (November 2001 and September 2002)

Member, National Coordinating Committee on Justice Sector Reform (NCCJSR) (December 2002 – July 2004)

Head, Legal Team and Delegate for Nigeria to the United Nations Ad Hoc Committee for the Negotiation of the UN Convention Against Corruption, Vienna, Austria (June/ September 2003)

REFERENCES

Ben SWANSON, Assistant Secretary-General, Office of Internal Oversight Services, United Nations Headquarters, New York. Tel: +1 212 963 0597 +1 917 288 7459 swanson1@un.org

Ayman SHASLY, Chair of the Ethics and Audit Committee, Green Climate Fund, 175, Arts Center-daero, Yeonsu-gu, Incheon 22004, Republic of Korea. Tel: +966 55 573 7633

Ayman.Shasly@meim.gov.sa

Bernard O'DONNELL, Director Investigations, Office of the Inspector-General, European Investment Bank, Luxembourg City, Luxembourg. Tel: +352 4379-89103

b.odonnell@eib.org

Cover letter: Ibrahim James Pam

Letter of Interest: Independent External Oversight Advisory Committee, UNAIDS

I have had a career with progressive responsibility in international investigations, including for mass crimes, gender crimes, fraud and financial crimes. I led multidisciplinary and multicultural investigation teams conducting complex investigations both office- and field-based, covering project-related fraud, procurement fraud, benefit fraud, sexual exploitation and abuse, corruption and collusion. I have also consulted and partnered with national and international institutions in investigating cross-border and multi-jurisdictional offences. This has involved significant management experience in budgeting, developing workplans, resourcing investigative teams, predicating and prioritizing cases, negotiating with budget committees and reporting to parliament, oversight bodies and boards. This experience was acquired over twenty-one years of diverse, hands-on investigative experience in national and international entities, including at the United Nations and the African Development Bank.

I led the legal team for Nigeria in the negotiation of the AU Convention on Preventing and Combating Corruption, coordinating a multi-ministerial team and articulating the national position on the issues. At the International Criminal Court, I had responsibility for developing knowledge on rebel groups in Darfur and Chad, and I led the analysis and investigation of rebel crimes. This involved deploying and leading investigation teams to multiple countries, delivering reports to management, and investigation products to joint prosecution teams.

As Chief Investigation Officer at the African Development Bank between 2012 and 2015, at a time when the internal oversight mechanism in the Bank was being restructured to meet the standards for inclusion into the cross-debarment regime of multilateral development banks, I participated in the drafting of the sanctions system and managed the presentation of the first set of findings of sanctionable practices to the Sanctions Commissioner. I also participated in the negotiations and imposition of settlements resulting in penalties imposed on defaulting corporate entities. In addition to managing an average caseload of fifty cases a year across a Bank loan portfolio of over USD18 billion, and managing a staff complement of eleven fraud and IT forensic investigators, I led the development of proactive initiatives for identifying potential integrity violations in projects, using for example the approach of Benford's Law.

In 2016 as Investigation Team Leader, I deployed to Central African Republic to assist with the execution of the UN's largest SEA investigation. At the UN Mission in South Sudan, I developed a proactive risk management project for pre-emption and early detection of potential risks.

At the Green Climate Fund, I recruited a team of investigators and specialists, designed an integrity policy framework, and a number of innovative projects, including a proactive project review system and a GiS hotspot-mapping project. As pioneer Head of the Independent Integrity Unit, I was tasked with creating an investigative office, recruiting a full complement of staff, and developing the proactive, reactive and outreach workstreams. One of the essential tasks was to manage critical relationships with the GCF Board made up of members from diverse countries with diverse political interests. I established and still maintain those relationships on the basis of competence and integrity, which generate both trust and respect.

I motivate my team of competent professionals of different nationalities and genders, at both junior and senior levels, and with diverse competencies, to diligently deliver on the mandate. In collaboration with colleagues from the Office of General Counsel, Compliance and Risk Management, Audit, Evaluation, and Human Resources, and with the oversight of the Ethics and Audit Committee, I have participated in implementing the COSO control framework for the GCF.

Candidate: Benoit de Schoutheete

KEY INFORMATION:

- q. More than 15 years of senior level experience in Internal Oversight (Internal Audits, Inspections, Evaluations, Investigations, and Ethics), in private, non-for-profit and International Organizations.
- r. Sound expertise in Strategic Analysis, Compliance, Corporate Governance, Finance, Risk Management, and IT projects (certified SAP/R3 professional and expertise in MS-Dynamics).
- s. Experience in servicing Audit Committees in International Organizations and communicating with impact with key stakeholders at all levels of seniority.
- t. Strong knowledge of the regulatory framework of Non-for-profit organizations (e.g. donor requirements) and accounting standards (IPSAS).
- u. Master in Business Administration (MBA), Certified Internal Auditor (CIA), Certified Corporate Digital Investigator, Certified Monitoring and Evaluation practitioner.
- v. High ethical standards and level of professionalism, integrity and independence.
- w. Outstanding leadership and communications skill.

PROFESSIONAL EXPERIENCE:

- x. **WORLD TRADE ORGANIZATION (WTO)** – www.wto.org (since September 2016)

Head (Director) of the Office of Internal Oversight (OIO)

- Responsible for **creating/establishing the Office of Internal Oversight**, in charge of **Internal Audits, Evaluations, Investigations and Ethics** (i.e. staffing the office, drafting the oversight charter, the anti-fraud, anti-retaliation and anti-harassment policies; establishing policies for investigations, internal audits and ethics; preparing a risk-based internal oversight plan, etc.),
 - Conduct **Internal Audits, Evaluations and Investigations**, in accordance with recognized professional standards (i.e. International Standards for the Professional Practice of Internal Auditing, Uniform Guidelines for Investigations), regulatory frameworks (i.e. WTO Rules and Regulations) and jurisprudence (i.e. ILO Administrative Tribunal),
 - Establish a sound **Internal Controls Framework** at the WTO and providing advice for **Enterprise Risk Management**,
 - While ensuring the independence of the Office of Internal Oversight, report directly to **the WTO Committee on Budget, Finance and Administration** (sub-committee of the General Council) **and to the Director-General**,
 - Communicate with impact with key stakeholders and propose value-adding recommendations,
 - **Promote ethics** in the Organization, through the review of the Standards and Conduct, the conduct of dedicated townhalls and the establishment of mandatory trainings (Ethics training, Respect & Harmony training, etc.),
 - Represent the WTO in international **professional forums** (e.g.: Representatives of Internal Audit (RIAS), Investigation Services (RIS) and Ethics (ENMO) of International Organizations).
- y. **UNITED NATIONS – HIGH COMMISSIONER FOR REFUGEES (UNHCR)** – www.unhcr.org (November 2014 – September 2016)

Senior Auditor/Inspection (Inspector General's Office)

- **Conduct and coordinate inspections**, and contribute to the functional activities of the Inspection Service by providing expertise in Internal Audit and Evaluations,
 - Provide **support to Investigations Service**,
 - **Enhance the professionalism, efficiency and effectiveness** of the inspection function through adoption of systematic approach and implementation audit/inspection tools and working methods,
 - Establish **risk-based Inspection plans**.
- z. **UNITED NATIONS – INTERNATIONAL TELECOMMUNICATION UNION (ITU)** – www.itu.int (August 2009 – October 2014)

Internal Auditor (Office of the Secretary General)

- Provide support to the Governing Body for the establishment of the **Independent Management Advisory (Audit) Committee (IMAC)**,
 - Ensure **secretariat support to the IMAC**,
 - Perform **financial, operational, project, IS and performance (value-for-money) audits**, in accordance with UN rules and regulations, and in line with standards promulgated by the Institute of Internal Auditors (IIA) and International Public Services Accounting Standards (IPSAS),
 - Establish sound **Audit procedures** and **Quality Assessment program**,
 - Conduct **Investigation** missions.
- aa. **DELHAIZE** – Leading retail and distribution company – www.delhaize.be (February to July 2009)

Internal Audit Manager

- Manage the Internal audit department for **Belgium, Luxemburg and Germany**,
 - Establish an **Enterprise Risk Management system** across the several Business Units,
 - In charge of a **team of eight (8) internal auditors**
- bb. **UNITED NATIONS – WORLD FOOD PROGRAM (WFP)** – www.wfp.org (June to October 2008)

Consultant in Internal Audit (Oversight Services department)

- **Perform financial and operational audits**, in accordance with IIA, UN and IPSAS standards,
 - Document internal audit work using specialized tools such as **Teammate Suite** and **ACL**.
- cc. **HAIN CELESTIAL EUROPE** – Natural and Organic food company – www.hain-celestial.eu (August 2007 to April 2008)

Corporate Finance Manager (at interim via Robert Half Management Resources)

- **Consolidation:** Coordinate the financial and management reporting for all the entities in Europe. Implement an automated ERP and consolidation tool (MS-Dynamics AX 4.0) and document related procedures,
 - **SOX compliance:** Maintain and review SOX procedures and documentation for the group in Europe,
 - **Management support:** Provide support to Senior Management in specific projects including budget analysis, forecasting, sales and marketing reports, human resources administration and acquisition/investment analysis.
 - Provide **Strategic analysis and insight** to the group.
- dd. **CATHOLIC RELIEF SERVICES** – Humanitarian Non-Profit Organization – www.crs.org (April 2005 → March 2007)

Senior Internal Auditor – Team leader

- **Perform financial and operational audits**, in accordance with accepted international and donors' standards, in several country programs (the Philippines, Indonesia, Niger, Angola, Kenya, Ecuador, Honduras, Serbia, Kosovo, Macedonia, Bulgaria, Bosnia & Herzegovina),
 - **Provide leadership**, supervision and training to senior and field auditors (teams of 2-3 internal auditors)
 - **Opine on adequacy of internal controls** and compliance of audited country program with applicable laws, regulations, policies and procedures,
 - **Submit timely reports** based on documented audit programs. For each audit, develop a sound strategic audit framework, audit methodology and assessment of control environment. Defend the audit report and recommendations to CRS Senior Management, country program, head of internal audit and external auditors.
- ee. **UMICORE** – Leading non-ferrous metals and chemistry company – www.umicore.com (July 2001 → April 2005)

Internal Auditor

- **Risk Assessment and Internal Audit missions:** Develop and implement Enterprise Risk Management systems (including Risk Assessment and Control Self Assessment. Develop an audit methodology, in line with the COSO model and SOX requirements. Perform Financial, I.T. and Operational audits to minimize the company's risks, with strong accent on assessment of Internal controls.
- **Enterprise/Project evaluations:** Perform due diligence activities, for several projects in Europe, Asia and South America, in order to assess the financial and management risks related to Investments, Mergers and Acquisitions.

- **SAP project manager:** Managing implementations of finance, logistics and production modules at Umicore Norway, Australia and Malaysia (in charge of a team of 4 consultants). The project activities covered the full cycle of project management, from Evaluation/Planning to post-implementation support.
- ff. **PRICEWATERHOUSECOOPERS** – Management Consultancy company – www.pwc.com (March 1998 → June 2001)

Consultant in Finance/Cost Accounting and ERP management, for the following customers:

- **Followeb:** Start-up Company in the area of E-procurement for non-strategic industrial products. The responsibilities included the design of all management accounting processes and the implementation of the SAP R/3 – Overhead Cost Accounting and Profitability Analysis modules
- **Raffineries Tirlemontoises:** Belgian sugar producer. The responsibilities in the project included the re-design of materials valuation and cost centers accounting, and the management of a team of 4 consultants.
- **Agfa Gevaert:** Leading company for graphical and medical products. The responsibilities included the construction of an Accounting Model, the analysis and re-engineering of the AGFA Pan-European business processes related to Finance/Cost Accounting, and the integration between these processes and logistics.
- **General Electric – Power Controls:** World leading Power Supplies manufacturer. The project responsibilities included ensuring the integration between the SAP FI/CO modules and SAP MM/SD (logistics) for a complete implementation cycle.

PROFESSIONAL CERTIFICATIONS:

- gg. Certified Internal auditor (The Institute of Internal auditors – www.theiia.org/certification)
- hh. Accredited in Internal Audit Quality Assessment (The Institute of Internal auditors)
- ii. Certified Corporate Digital Investigator (7Safe – www.7safe.com)
- jj. Certified Monitoring and Evaluation practitioner (Focus on Development)
- kk. Certified SAP/R3 professional - Modules FI/AA/CO (SAP – www.sap.com/services/education/certification)

EDUCATION:

1992 → 1997: Bachelor and Master of Business Administration (MBA)
Louvain Business School (www.uclouvain.be/en-iag.html) - Université Catholique de Louvain, Belgium Orientation : Finance - Final mark : ‘Grande distinction’

Student exchange program - Master of Business Administration (MBA)

The Anderson School of Management (www.anderson.ucla.edu) - University of California at Los Angeles, USA

1991 → 1992: First year of agronomy
Université Catholique de Louvain, Belgium (www.uclouvain.be) - Final mark: ‘Grande distinction’

1991: French and Ecuadorian high school diplomas
French high-school of Quito, Ecuador

LANGUAGES AND COMPUTER KNOWLEDGE:

Languages: **FLUENT IN English, French, and Spanish** – working knowledge of **Dutch**

Computer Knowledge: MS-Office (Excel, Word, Power Point, Access, Project, etc.),

ERP: SAP/R3, MS-Dynamics, Oracle and Workday,

Audit tools: Teammate, MEGA, Visio, ACL.

PERSONAL EXPERIENCE:

2009 - 2016: Treasurer of the *Union Royale Belge de Genève* (www.urbg.ch)
Since 2003: Founding member of *El Amanecer*, not-for-profit organization providing education and support to 65 children in the streets of Tarija, Bolivia

OTHER ACTIVITIES:

Sports: Scuba diving, skiing, trekking.
Hobbies: Beekeeping, volcanology.

Cover letter: Benoit de Schoutheete

Dear Sir/Madam,

With almost 20 years of senior-level experience in internal oversight and finance, working for private sector companies, not-for-profit organizations, and International Organizations (UN agencies and the WTO), I would like to leverage my expertise in Corporate Governance, Internal Oversight (Audit, Investigations, Inspections and Evaluations), Risk Management, Ethics and Finance /Accounting, serving in the Independent External Oversight Advisory Committee (IEOAC) of UNAIDS.

After graduating as Master in Business Administration (MBA), I first worked three years as management consultant for PwC (www.pwc.com), providing consulting services to several international companies in the implementation of sound finance/cost accounting processes and Enterprise Resource Planning systems (such as SAP, MS-Dynamics and Oracle).

I then had the opportunity to work several years as Internal Auditor for a metals refining company (www.unicore.com), as Internal Audit Team Leader for a humanitarian organization (Catholic Relief Services - www.crs.org), and as Internal Audit Manager for a distribution company (www.delhaize.be); drafting strategic and operational oversight plans, conducting risk-based financial, IT or operational audits in several developing countries around the world, establishing solid governance and internal control frameworks, and implementing enterprise-wide risk management systems. I also occupied the position of Corporate Finance Manager for a food-processing company (www.hain-celestial.com), coordinating the financial and administration services of the Group in Europe.

I have also extensive internal oversight experience working for Agencies of the United Nations system, including the World Food Program (www.wfp.org), the International Telecommunication Union (www.itu.int) and the UN High Commissioner for Refugees (www.unhcr.org); where I conducted risk-based Internal Audits, Inspections and Investigations. I gained sound expertise in UN policies and procedures, IPSAS standards, Donor's requirements, and ILOAT jurisprudence.

I am currently the Head of the Office of Internal Oversight at the World Trade Organization (www.wto.org, based in Geneva), responsible for Internal Audits, Inspections, Investigations, Evaluations and Ethics, and reporting directly to the Director-General and to the Governing Body. My current mandate is limited to 5 years maximum, ending in September 2021.

I am a certified internal auditor (CIA), certified Monitoring and Evaluation practitioner, certified Corporate Digital Investigator, and certified SAP R/3 professional (FI/CO/AA modules). I have dual nationality - Belgian and Peruvian - and I am fluent in English, French and Spanish.

The value I can offer to the IEOAC is mainly the following:

- Extensive experience in the entire portfolio of internal oversight practices, including Internal Audit, Administrative Investigations (following ILOAT jurisprudence), Inspections, Evaluations, Risk Management and Ethics, in private sector companies, humanitarian agencies and international organizations;
- Strong expertise in Finance, IPSAS and IT (Enterprise Resource planning systems);
- Sound expertise in establishing internal oversight functions and Audit Committees; and drafting internal oversight procedures (e.g.: Anti-fraud, Anti-harassment, Quality Assurance, etc.);
- Expertise in managing multi-year strategic and operational oversight plans; translating strategic priorities into sound action plans;
- Ability to offer innovative, "out-of-the-box", value-adding and flexible ideas and recommendations, keeping an overall "helicopter" view on issues while bringing a strong attention to details; ability to identify good practices adopted in other International Organizations;
- Strong ability to build trust with key stakeholders; ability to interact with tact and diplomacy, and to communicate with impact at all levels of the hierarchy;
- Robust communication skills (in English, French and Spanish);
- Demonstrated high-level integrity, objectivity, and ethical standards of behaviour.

Serving in the IEOAC would be a unique opportunity for me to leverage my professional expertise, while investing my energy helping UNAID's Board and Executive Director to achieve the objectives of the Organization.

Please feel free to contact me if you have any questions or if you would like additional credentials in support of my application. I would welcome the opportunity to meet in person (or virtually) to further discuss my experience and the value I can offer to the IEOAC.

Yours faithfully,

Benoit de Schoutheete

Candidate: H  l  ne Rossert

H  l  ne ROSSERT, MD, MPH.

Fluency in French and English

International Community Health expert

Vice chair emeritus of the Global Fund board

Former chair of the Global Fund ethics committee

Areas of expertise

- Community health strategies focusing on vulnerable populations of the world
- Project design, implementation and sustainability of health programs
- **Good governance and integrity of projects and programs on HIV/AIDS**
- **The Global Fund Country Coordinating Mechanism governance and functioning**
- **The Global Fund systemic approach: core values and functioning**
- **Organizational development in the HIV/AIDS non-for-profit sector**
- Training and mentoring on public health topics, good governance and ethics

Field experience

- Algeria, Benin, Burkina Faso, Burundi, Cameroon, C  te d'Ivoire, France, Fiji, Guinea Conakry, Haiti, Laos, Madagascar, Mali, Mauritius, Morocco, Myanmar, Niger, Romania, Senegal, South Africa, Thailand, Togo, Tunisia, Ukraine and Vietnam.

Professional experience

Since February 2009: Independent consultant

Excerpt of recent relevant consultations

16. As a public health program *evaluation specialist*:

- Accountability of individual projects and cross cutting evaluation of a series of 8 projects set in 15 different countries in Africa, Asia and Eastern Europe on key-populations/HIV and health systems funded by Expertise France for 3 years (all grants complementing Global Fund funding). 2019-2021. (Team leader)
- Evaluation of Expertise France program performance in providing support for the Global Fund request in 2020 in 32 countries with 200 consultants. 2021. (Team leader)
- Accountability of individual projects and cross cutting evaluation of a series of 8 grants set in 8 different countries in Africa, Asia and Eastern Europe on key-populations and vulnerable groups and health systems funded by Expertise France for 3 years (all grants complementing Global Fund funding). 2018-2019. (Team member)
- Assessment of the grant proposals submitted to Expertise France on reinforcement of community health system for Global fund grantees 2017, 2018, 2019

17. As an NGO specialist on *organizational development* with a focus on vulnerable group inclusion into their national health strategy:

- Author of a book on the Impact of AIDS on Community Health (on going). Coalition Plus. Paris. To be published in 2022
- Supporting the design of strategic planning for Men who have Sex with Men (MSM) groups in Western and northern Africa, AGCS +. Expertise France. 2019
- Building a network of community care for key-populations facing HIV with the national health system in Mauritius. Expertise France. 2018
- Structuring the West, Central and Northern Africa network of MSM organizations to position itself as a Global Fund partner. Expertise France. 2018
- Reinforcing the first People living with HIV organization in Tunisia (ATP+). Expertise France. 2017 and 2018.
- Capacity building of a network of 15 MSM NGOs in Africa to better benefit of the Global Fund funding. Expertise France. 2017

18. As specialist of *Global Fund Country Coordinating Mechanism (CCM) and governance*

- **Assessment and contribution to the reform of the following CCMs with construction of their oversight function** (with GMS). 2009-2015
 - Benin evaluation of NGO functioning
 - Mali evaluation of CCM functioning
 - Niger CCM reform
 - Tunisia CCM reform
 - Laos CCM reform.
 - Haiti CCM reform.
 - Mali CCM reform.
 - Tunisia CCM reform.
 - Fiji CCM reform
 - Cameroon CCM reform.
- **Facilitation of the African constituency reform for better representation of African interests at the Global Fund board and co-writer of the constituency governance manual.** (Team leader). GMS. 2012

From November 1997 to May 2007: Director General of AIDES

AIDES, the most important NGO fighting HIV/AIDS in France

AIDES is involved in a global approach of people living with HIV/AIDS including prevention, harm reduction policies, testing, care and human rights. AIDES works also on other aspects of daily life of people leaving with HIV in different settings and with all forms of vulnerability.

Accomplishment: Building AIDES international program *working with the concepts of sustainability ownership and accountability through capacity building of national 27 NGOs in Africa (reseau Afrique 2000) and in Eastern Europe.*

Prior positions: HIV program director at the International Center for Childhood and family in Paris, Fellowship at the Institute of Health policy at School of Public Health in Houston TX, Executive director and Director for prevention at AIDES in Paris, HIV program coordinator at the Center of Health Promotion in Paris.

Board experience

The Global Fund to Fight AIDS, Tuberculosis and Malaria

2003-2005: Board member, representative of the Developed Country NGO constituency

Vice-Chair of the Global Fund Board of directors, 2004-2005

Chair of the Ethics committee of the Global Fund.

Chair of the ad hoc Technical Support for grant performance and implementation committee of the Global Fund.2004.

International Partnerships for Microbicides (IPM) based in Washington DC. Founding board member. 2002-2009

Amis du Fonds mondial Europe based in Paris. Founding board member and Secretary. 2005-2007

Ex officio board member (non voting) of AIDES, the largest French NGO involved in the AIDS fight as its Director General from 1997-2007

Education

Medical Doctor. Rouen school of medicine (France). 1984

Masters of Public Health in Health service organization. School of Public Health. University of Texas at Houston (USA).1995

Awards

2007 : French Chevalier de l'Ordre du Mérite

2005: Vice Chair Emeritus of the Global Fund board of directors

Cover letter: Hélène Rossert

Dear Sir or Madam,

It is with great expectations that I apply to become an independent external oversight advisory committee (IEOAC) member.

I have been all my professional life (35 years+) involved in the fight against HIV/ AIDS both at the field and central levels. I witnessed the birth of UNAIDS and its progression to maturity during the 25 past years being well acquainted to the first two Executive Directors and with UCC's at the country level where the bulk of my experience stems from.

Indeed, UNAIDS, as an indispensable institution, bears the bulk of the weight for the elimination of AIDS towards 2030. More than ever its purpose ought to be clear, its direction strategic, its actions coordinated and efficient and its reputation impeccable.

In this complex context with more and more pressure on results, the "value for money" approach has become a guide to reinforce funders' trust.

I have led AIDES in France for ten years putting this great organization up to address the 21st century challenges of resilience when AIDS had been less at the forefront of public interest and

funding. Making this organization trustworthy had been indispensable. Making it more efficient with the support of hundreds of volunteers and staff was the way forward. This is when great values and personnel 's confidence in the organization management are key.

At the Global Fund board while Vice-chair, I became the chair of the Ethics committee and it was certainly a learning curve for me. Thanks to the Global Fund 's lawyers, I understood what was at stake with the notion of conflict of interest and the resolution of allegations so potentially damageable for an organization.

I am not a financial expert but I utterly understand the links between finance and strategy under the safeguards of good governance. As a matter of fact, when I left France to move to the US and became a consultant, my focus of interest was to make CCMs great governance bodies to safeguard the use of Global Fund funding for patients 'care. While the results of these endeavors are mixed, we can be positive and think that we are on the right tracks of improving governance in AIDS funding use. This is partially due to the creation of oversight committees as part of CCMs and above all due to the mobilization of civil society and people living with HIV/AIDS in particular. This why the IEOAC makes so much sense to safeguard UNAIDS's reputation. It is the missing part of the oversight scheme since UNAIDS's structure is well set and mobilization of civil society acquired to supporting its cause.

In the most recent part of my work, I have been more and more interested in project's accountability for Expertise France. Thus, I have assessed alongside my team mates 2 series of project around key populations because it is really where the money needs to be well spent, where the strategies need to be sound and participative. I have done this in most part of the world. This project evaluation experience aiming at better accountability of health programs in different country contexts would be quite helpful for the IEOAC.

I have been an advocate of access to care and treatment alongside PLHIV. This has led me to think that better financial accountability and good governance are some of the underlying conditions for increased funding to put an end to AIDS.

We cannot waste any money nor time if we want to reach the SDGs in 2030. The IEOAC could definitely support this collective team effort for a more efficient highly reputable UNAIDS. As a consequence, volunteering as an IEOAC member would be an honor totally aligned for me with the best of the culture in the HIV fight so dear to my heart. It would allow me to participate with the PCB, the Executive Director and staff in reinforcing a more efficient and reputable UNAIDS.

Respectful regards
Helene Rossert

Candidate: Agnieszka Slomka Golebioswka

PERSONAL PROFILE

- Purpose-driven professional Board Member, Non-Executive Director, Board Advisor helping companies fulfil their commitments to sustainability through profitable strategies. Her experiences in client-centric, technology-based businesses financial services and industries along with academic roles focused on researching good practices of corporate governance and accountability give her deep insights into moving companies on long-term growth trajectory. She strongly believes in harnessing individual actions as a catalyst for global change. She is a curator and a connector of people and ideas. Her high-calibre leadership skills complemented with expertise in establishing productive relationships with individuals of diverse cultures and organizational backgrounds.
- 15 years of extensive experience on boards of large international publicly listed and private companies, as well as international organizations such as UN WFP (Nobel Peace Prize 2020), including active participation in audit, risk, investment, remuneration and nomination committees in various industries: financial services, tech companies, aerospace and defence (A&D) industries as well as infrastructure and construction.
- 21 years of proven expertise and considerable knowledge of financial reporting, risk management, monitoring the company performance, leading M&A transactions, designing and implementing governance and accountability structure, developing strategy, and restructuring in different corporate sectors.
- Broad and distinguished academic background in corporate governance, including specialization in the areas of ESG, sustainable finance, risk management, internal audit, and executive remuneration policy as well as investors relations. Authors of numerous articles in JCR journals with acceptance rate 3-15%, books as well as a speaker at business and academic conferences.

BOARD EXPERIENCE

mBank (Commerzbank AG Group), Warsaw. 10/2014 - present

*Chairperson of the Board (as of March 2020),
Chairperson of Executive Committee Member, Risk Committee Member, Audit Committee Member, Remuneration Committee Member.*

Ghelamco Invest (Ghelamco Group), Warsaw. 01/2020 – present
Chairperson of Audit Committee and Non-Executive Director, Board Member.

United Nations World Food Program – WFP, Rome. 07/2017 – present
Audit Committee Member

Foundation Polish Institute of Economic Thought (pro bono) 08/2020 - present
Chairperson of the Board

Budimex (Ferrovial Group), Warsaw. 05/2019 –
6/2021

Non-Executive Director, Board Member and Audit Committee Member.

TransEU, technology solutions for transport and logistics, Wroclaw. 04/2018 –
09/2019

Deputy Chairperson of the Board.

Bank BPH (GE Capital Group), Gdansk. 02/2008 – 10/2014

Non-Executive Director, Board Member and Remuneration, Audit and Investment Committee Member.

Bumar ltd. (the largest Polish defence company, 1 bn USD), Warsaw. 09/2006 – 01/2008

Deputy Chairperson of the Supervisory Board.

CORPORATE EXPERIENCE

Advisory Services in the scope of Leadership, Diversity and Inclusion, 11/2015 – present

Building Sustainable Business

Hertie School of Governance, Berlin, Women Leadership in Business Foundation, and Resource Partners Sp. z o.o., Go Responsible, Longevity Center, Zurich.

Industrial Development Agency (IDA), Warsaw. 04/2006 – 05/2010

Director of Privatization Department and Special Project Department

- Lead the sale of PZL Mielec to Sikorsky under strict deal (Forbes prize for the most successful privatization).
- Managed portfolio companies from the aviation and defence sector.

Arthur Andersen, Business Consulting, Warsaw. 09/2000 – 08/2002

Accenture, Copenhagen, Denmark. 02/1998 – 07/1998

ACADEMIC EXPERIENCE

Warsaw School of Economics, Warsaw. 11/2005 – present

Full Professor in Corporate Governance, Department of International Comparative Studies.

Research on
corporate governance, effective boards, ESG and sustainability.

Westfälisch Wilhelms-Universität Munster, Munster, Germany. 08/2003 – 06/2004

Professor Assistant, Department of International Economics.

Haas Business School, University of California, Berkeley, USA. 08/2001 – 08/2002

Fulbright Scholar invited by Prof. Oliver Williamson Nobel Prize Winner.

VISITING SCHOLAR AT: Stern New York University (invited by Prof. Kose John), Ronald Coase Institute at Cambridge (MIT) and Tucson (UOA), Munster, Copenhagen

(CBS), Birmingham (BBS), Berlin (HSoG), Genoa (UoG - Law School), Vienna (WU), Florence (UniFI) and Oslo (BI).

EDUCATION

Harvard Business School & IESE - Executive Program. 2016

Value Creation Through Effective Boards, Barcelona, Spain.

Warsaw School of Economics - Warsaw, Poland. PhD in Economics 10/2002 – 11/2005
Thesis with grant from the Polish National Science Centre prepared under the supervision of Prof. L. Balcerowicz (Prime Minister and Minister of Finance)

Warsaw School of Economics - Warsaw. 10/1995 – 06/2000

MA in Banking and Finance (with distinction).

MA in Management, Community of European Management Schools - CEMS ranked as one of the best programs in management by the *Financial Times*.

French Management Institute - MBA Program, Warsaw-based. 10/1998 – 06/1999

Copenhagen Business School - Copenhagen, Denmark. 08/1997 – 07/1998

Master Studies in International Business, Specialized in Corporate Governance.

ACCOMPLISHMENTS AND VOLUNTEER ACTIVITIES

Award for *Personality of Corporate Governance 2019*. <https://ceo.com.pl/czlowiekiem-corporate-governance-2019-zostala-agnieszka-slomka-golebiowska-54209>.

Global Ambassador on women entrepreneurship and empowerment, Bank of America and Vital Voices Partnership. <https://www.global-ambassadors.org/people/agnieszka-slomka-golebiowska/>

Boards Forum, Founding Member of the Council of Experts in cooperation with PwC and SEG, contributed to preparing the best practices for public companies as capital market.

Women Leadership in Business Foundation - design and conducting research, present its outcome on how gender diversity contributes to better firm's results, initiating activities for higher utilization of women's talents in business.

Civil Development Forum (FOR) - drafting policy making papers on the issue of banking and capital markets, regulation as well as corporate governance.

Member of Polish Institute of Directors, speaker at numerous events.

LANGUAGES:

English – fluent (TOEFL, SAT, LCCI)

German – proficient (Düsseldorf's Goethe Institute Certificates)

Polish – native

Cover letter: Agnieszka Slomka Golebioswka

Dear All,

I am writing to apply for a position of the Independent External Oversight Advisory Committee (IEOAC) at the Joint United Nations Programme on HIV/AIDS (UNAIDS).

I have been serving as a board member, non-executive director and board advisor for the last 21 years. Currently, I sit on the Audit Committee at the United Nations World Food Programme which offers me considerable knowledge of UN organizational system and structure, structure and functioning of the United Nations system and deep understanding of its values and objectives. I am also a chairperson of the fourth largest bank in Poland mBank (Commerzbank Group, Germany) that is one of the first mobile banks in the world called challenger banks. The bank is very ambitious in terms of designing and implementing UN SDGs. We are the biggest provider of financing for renewable energy in Poland. Additionally, mBank is among 380 world companies in the Bloomberg Gender Equality, 9th in FT Diversity Leaders Ranking 2021 among Banking and Financial Services companies.

I have a long track record of providing expertise in an advisory capacity to audit committees and boards. At present, I serve as a Chair of the Audit Committee of Ghelamco (Granberro Group, Belgium) and Pracuj.pl. My past board experiences include boards and audit committees of BPH (GE Capital), Budimex (Ferrovial Group), EUTrans. The broad experiences in international setting for financial services, technology-based businesses, infrastructure and construction along with academic roles give me also deep insights into gender equality and diversity related matters. I take personal accountability to create diversity through opportunities as a Vital Voices Global Ambassador. As a Fulbright Fellow I strongly believe in harnessing individual actions as a catalyst for global change which is underpinned by an ability for compelling storytelling. Thus, I possess proven ability to deliver recommendations to the board and other stakeholders. According to the Gallup Assessment my biggest five strengths are: Input, Analytica, Learner, Strategic and Achiever.

I enjoy a dynamic work environment that requires self-motivation and interactions with others. I also highly appreciate experience where I am exposed on solving problems and dealing with individuals with different backgrounds. I have learned that by cooperating closely with other people one can grow in capabilities. During my professional career I have learned the importance and complexity of the organizations and their stakeholders. At this point, I believe that my experience and qualifications could be a value for other people.

Since I am highly motivated and results-driven professional, offering broad-based experience in governance and accountability, finance, risk management and internal controls complemented with strong educational foundation, I would like to support UN organizations that strives with professionalism for better world and helps countries help themselves.

I hope you will find my professional profile well suited to your needs and I look forward to hearing from you.

Truly Yours,

Agnieszka Słomka-Gołębiowska

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