

REPORT ON THE SELECTION PROCESS FOR NEW MEMBERS OF 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:

- *Recall* decision point 11.2 from the 53rd meeting of the PCB in December 2023 approving the renewal of terms of the UNAIDS Independent External Oversight Advisory Committee membership as submitted by the PCB Bureau;
- *Take note* of the report prepared by the PCB Bureau on the selection process for new members of the UNAIDS Independent External Oversight Advisory Committee; and
- *Approve* the new membership of the UNAIDS Independent External Oversight Advisory Committee for 2025–2026 as submitted by the PCB Bureau.

Cost implications for the implementation of the decisions: *none*

Introduction

1. In December 2020, the 47th meeting of the Programme Coordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS (UNAIDS) established an Independent External Oversight Advisory Committee (IEOAC) and approved its terms of reference.
2. The IEOAC operates as a subsidiary body of the UNAIDS PCB, created under the authority of the PCB as set out by the United Nations (UN) Economic and Social Council (ECOSOC) and outlined in the UNAIDS modus operandi. It serves as an advisory body, mandated to provide independent, external, expert advice to the PCB and the UNAIDS Executive Director in fulfilling their governance and oversight responsibilities. This includes assessing the effectiveness of UNAIDS's internal control systems, risk management practices and governance processes. The role of the IEOAC is to strengthen accountability and oversight within UNAIDS.
3. In the inaugural IEOAC it was agreed, per the terms of reference, that three members would serve non-renewable, three-year terms ending on 31 December 2024. The other four members had two-year renewable terms, which were [renewed at the 53rd PCB meeting](#).
4. At the 53rd PCB meeting, the Board requested the Executive Director, in consultation with the PCB Bureau, to initiate the process for selecting the new membership of the IEOAC for 2025–2026 and 2026–2027.
5. This report, prepared by the PCB Bureau, outlines the selection process for replacing the IEOAC members whose terms expire on 31 December 2024 and proposes the composition of the IEOAC for 2025–2026 for approval by the PCB.

Selection process for new members of the UNAIDS IEOAC

6. Paragraphs 19–20 of the terms of reference of the IEOAC outline the steps for selecting new members of the Committee (annex 1):
 - “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 candidates 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.
 - 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.”
7. For the establishment of the IEOAC in 2021, a professional search firm, Oxford HR, was recruited to conduct interviews for a long list of candidates and to then provide a short list to the selection panel.

8. The search firm interviewed 23 candidates and recommended 15 candidates for consideration by the Selection Panel, of which 7 were selected. One candidate had a potentially disqualifying conflict of interest. The Selection Panel agreed to substitute them with another equally qualified candidate. The final selected members of the inaugural IEOAC were as follows:¹
 - Agnieszka Slomka Golebiowska (Poland),
 - Benoit de Schoutheete (Belgium/Peru),
 - Bushra Malik (Pakistan),
 - David Kanja (Kenya),
 - H  l  ne Rossert (France),
 - Ibrahim James Pam (Nigeria), and
 - Saad Bounjoua (Morocco/USA).
9. Given the number of qualified candidates, it was agreed that the 14 highly qualified candidates who were not selected in this round would be included on a roster for future consideration, subject to their agreement.
10. At the [first meeting of the 2024 PCB Bureau](#), held on 31 January 2024, the Bureau members agreed by consensus that the Selection Panel would propose the new members for 2025–2026 from the existing roster of qualified candidates that the search firm had identified in 2021 (14 candidates). For selecting the new members for 2026–2027, the Executive Director, in consultation with the PCB Bureau, would launch a new search process in accordance with the terms of reference of the IEOAC.
11. Following this Bureau meeting and at the request of the Bureau, the Secretariat contacted the professional search firm, Oxford HR, to provide a cost proposal for reaching out to the existing roster of candidates and assessing their interest and availability to serve on the IEOAC. The final proposal comprised two phases. Phase 1 of the proposal would consist of a brief review of the IEOAC’s achievements, resulting in the creation of a short narrative. This narrative would serve as the basis for engaging with the 14 candidates on the roster. Oxford HR would then hold discussions with each candidate about the opportunity with follow-up notes for UNAIDS to comprehensively assess availability and interest. Phase 2 of the proposal would consist of academic checks, reference requests, criminal records gathering and social media checks.
12. At the [third meeting of the PCB Bureau](#), held on 16 April 2024, Bureau members requested the Secretariat to move forward with the search firm, Oxford HR, and start the selection process based on the existing roster of candidates from 2021.
13. As per the terms of reference of the IEOAC, approved by the PCB, the next step would be for the UNAIDS Executive Director, in consultation with the PCB Bureau, to constitute a selection panel as part of the process to select and appoint members to the IEOAC. The selection panel would 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 then refer that list to the PCB for final consideration and approval.
14. A call for nominations for the selection panel was circulated to PCB stakeholders on 24 April 2024 based on the terms of reference developed by the PCB Bureau and Secretariat (see Annex 2). The selection panel expected to receive a final report of short-listed candidates from the search firm, further to the completion of the assessment.

Submission of outcome to the PCB Bureau

¹ The last three names on the list are outgoing candidates for 2025, as their terms will expire on 31 December 2024.

15. Further to the call for nominations from PCB stakeholders, the selection panel comprised the following individuals:

<p>Dr Beatriz Grinsztejn Chief of the Laboratory for Clinical Research in ISTs, HIV from the National Infectiology Institute Evandro Chagas (INI/Fiocruz); President of the International Aids Society <i>Nominated by Latin American and Caribbean States</i></p>
<p>Ms Gracia Violeta Ross Quiroga Lead on HIV, Reproductive Health & Pandemics, World Council of Churches (WCC) <i>Nominated by PCB NGO delegation</i></p>
<p>Mr Ivan Tarutin Third Secretary, Permanent Mission of the Russian Federation to the United Nations Office and other international organizations in Geneva <i>Nominated by Eastern European States</i></p>
<p>Mr Jonathan Gunthorp Executive Director, SRHR Africa Trust <i>Nominated by PCB NGO delegation</i></p>
<p>Mr Matthew Gowaseb Principal Partner, Matthew Gowaseb and Associates, Inc (Consulting Firm) <i>Nominated by African States</i></p>
<p>Mr Sunil Raman Adviser to UNICEF's Director of Internal Audit and Investigations; Independent Secretary to the UNICEF Audit Advisory Committee, UNICEF <i>Nominated by Cosponsors</i></p>

16. The selection panel met twice, on 17 May and 29 May 2024.
17. Prior to its first meeting, the selection panel received the final report of the professional search firm along with the CVs and statements of interest of the 11 short-listed candidates.
18. At its first meeting on 17 May 2024, the selection panel received a presentation with an overview of the Joint Programme, including its unique governance model, followed by an introduction to the establishment of the IEOAC. The Secretariat provided an overview of the lessons learnt from the initial 2021 selection process of IEOAC members.
19. The professional search firm, Oxford HR, provided an overview of the search process and introduced the scoring tool for assessing candidates (see Annex 3). Members agreed to submit their scoring of the candidates ahead of the panel's second meeting.
20. Further to the meeting, the selection panel unanimously nominated a chair, Mr Jonathon Gunthorp, from among its members.
21. At the panel's second meeting, on 29 May 2024, members discussed their individual scores of the 11 candidates, which had been consolidated prior to the meeting. Members acknowledged the excellent outcome of the search conducted by Oxford HR Consultants.
22. The members of the selection panel agreed to select three candidates to replace the three outgoing members. This decision was aimed at fostering a balanced committee with diverse skill sets and ensuring an equitable workload distribution among the seven IEOAC

members.

23. In considering the final list of three proposed candidates, the selection panel took into consideration the IEOAC terms of reference; the technical scoring tool; the core competencies of the outgoing IEOAC members; and additional considerations. The latter included geographical representation; gender balance; the inclusion of specific skills to ensure broad expertise in implementation of HIV programmes; medical expertise; and collaboration and partnerships for the HIV response, including rich working experience with communities. In the full proposed composition of the IEOAC for 2025–2026, all ECOSOC regional groups are represented and there is good gender balance.
24. One member of the selection panel was excused as he was not able to perform the scoring nor be present at the second meeting for unexpected personal reasons. He confirmed their trust in the selection panel for finalizing the selection.
25. The selection panel agreed to submit to the PCB Bureau the following shortlist of three candidates for consideration (in alphabetical order) (see Annex 4 for the detailed résumés and cover letters of the three selected candidates):
 - Ana-Mita Betancourt (USA),
 - Anuradha Gupta (India), and
 - Suresh Raj Sharma (Nepal)
26. At the fifth meeting of the PCB Bureau on 6 June 2024, Bureau members met to discuss the final shortlist of recommended candidates. Prior to the meeting, the PCB Bureau received the summary of the selection panel's work.
27. The Bureau received a presentation regarding the process and the outcome of the selection panel. Further to that meeting, the PCB Bureau agreed to submit this report on the final proposed candidates of the IEOAC for 2025–2026 for consideration and approval by the PCB at the 54th PCB meeting.

Proposed decision points

The Programme Coordinating Board is invited to:

- *Recall* decision point 11.2 from the 53rd meeting of the PCB in December 2023 approving the renewal of terms of the UNAIDS Independent External Oversight Advisory Committee membership as submitted by the PCB Bureau;
- *Take note* of the report prepared by the PCB Bureau on the selection process for new members of the UNAIDS Independent External Oversight Advisory Committee; and
- *Approve* the new membership of the UNAIDS Independent External Oversight Advisory Committee for 2025–2026 as submitted by the PCB Bureau.

[Annexes follow]

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 matters:
 - 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 updates 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. Terms of reference of the selection panel

Terms of Reference

Selection Panel for members of the Independent External Oversight Advisory Committee of the Joint United Nations Programme on HIV/AIDS

Background

1. In December 2020, the 47th meeting of the Programme Coordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS (UNAIDS) established an Independent External Oversight Advisory Committee (IEOAC) of UNAIDS and approved its terms of reference.^{1 2}
2. The IEOAC is a subsidiary body of the UNAIDS PCB, created under the authority of the PCB as set out by ECOSOC and outlined in the UNAIDS Modus Operandi. 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.
3. 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.
4. The responsibilities of the IEOAC are enumerated in the Terms of Reference of the IEOAC, annexed to the present document (please see Annex 1).
5. Paragraph 18 of the terms of reference of the IEOAC stipulates that members of the IEOAC shall be appointed by the PCB following a selection process as follows:
 - “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;

¹ Decision 13.3 “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 3 years or earlier if it so requests”. Decisions of the 47th PCB meeting are available here: https://www.unaids.org/sites/default/files/media_asset/Decisions_%28PCB47%29_Final_EN_rev1.pdf.

² Please see the Terms of Reference of the IEOAC in Annex 1 of the present document.

- 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.
- 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.”
6. In 2021, a professional search firm, Oxford HR, was recruited to conduct interviews for a long list of candidates and then provide a short list to the Selection Panel.
 7. The search firm interviewed 23 candidates and recommended 15 “YES” candidates for consideration by the selection panel, of which 7 were selected. One candidate had a potentially disqualifying conflict of interest, so the selection panel agreed to substitute them with another equally qualified candidate. This left 14 candidates. Given the volume of 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.
 8. In the inaugural IEOAC, it was agreed that three members would serve non-renewable, three-year terms ending on 31 December 2024. The other four members would have two-year renewable terms ending on 31 December 2025.
 9. At the 53rd PCB meeting, the Board approved the renewal of terms for the four members of the IEOAC with two-year renewable terms, and requested the Bureau, in collaboration with the EXD, to begin the process for selecting new members for 2025–2026 and 2026–2027. Therefore, it is necessary to select three new members for the IEOAC to start on 1 January 2025, and four new members to start on 1 January 2026.
 10. At the [first meeting of the 2024 PCB Bureau](#), held on 31 January 2024, the Bureau members agreed by consensus that the selection panel would propose the three new members for 2025–2026 from the existing roster of qualified candidates that the search firm had identified in 2021. For the four candidates for 2026–2027, the Bureau, in consultation with the Executive Director, would launch a new process in accordance with the terms of reference of the IEOAC.

Establishment of the selection panel for replacement of outgoing members of the IEOAC

11. As per the terms of reference of the IEOAC, the UNAIDS Executive Director shall, in consultation with the PCB Bureau, constitute a selection panel as part of the process to select and appoint members to the IEOAC.
12. While the initial selection panel constituted in 2021 was for selecting the full first membership of the IEOAC, the establishment of this Selection Panel is for replacing the outgoing IEOAC members whose terms expire on 31 December 2024.
13. Further to the selection of the first membership of the IEOAC and during its approval, it was agreed that those qualified candidates who were not selected in this round would be included on a roster for future consideration, subject to their agreement. As a best practice, this would be the approach for future selection

of new members of the IEOAC.

Purpose

14. The purpose of the selection panel is to review the shortlist of candidates for the IEOAC as received by the professional search firm and make recommendations to the PCB on the final selection of 1-3 IEOAC members.

Membership

15. The Executive Director and the PCB Bureau agreed that the selection panel shall be composed of eleven members, nominated as follows:
- a) Five members nominated by each of the ECOSOC regional groups of Member States;
 - b) Two members nominated by the NGO delegation;
 - c) Three experts from existing cosponsor oversight committees nominated by the cosponsors;
 - d) One Secretariat staff member serving in an ex-officio role.
16. The members of the selection panel act in their personal capacity and shall not seek or accept instructions concerning their work from any government, constituent or other authority internal or external to UNAIDS.
17. While the members can be from any country, the individual should not serve as a current representative of a Member State or other constituency of the PCB.
18. The selection panel will select a Chair from among its members.

Responsibilities of the selection panel

19. The responsibilities of the selection panel will be to:
- a) review the scoring tool developed to assess candidates;
 - b) review the report prepared by the professional search firm, including:
 - i. a list of potential candidates;
 - ii. detailed profiles of each qualified candidate, including references;
 - iii. assessment of unsuitable candidates; and
 - iv. a due diligence report;
 - c) assess the shortlisted candidates using the terms of reference of the IEOAC, included in Annex 1, and the assessment tool included in Annex 2 of this document;
 - d) recommend no less than one and up to three candidates as members of the IEOAC; and
 - e) send the list of recommended candidates to the PCB Bureau together with a short rationale for each recommendation.

Working modalities and guiding principles of the work of the selection panel

20. The selection panel members shall, individually and collectively, apply the following principles in their work.
- a) **Consensus.** Recommendations of the selection panel shall be made by consensus. If consensus cannot be reached, the issue will be referred to the PCB Bureau.

- b) **Confidentiality.** Members of the selection panel shall maintain strict confidentiality in all their work to protect the privacy of the candidates.
- c) **Declaration of conflict of interest.** Members of the selection panel shall declare any potential conflicts of interest with regard to any of the candidates and shall recuse themselves as appropriate.
- d) **Diversity.** The selection panel shall seek to ensure diversity among the recommended candidates with due regard to geographic distribution; gender balance; public, private and not-for-profit sector experience; and levels of country economic development.
- e) **Expertise.** The selection panel will base its assessment of candidates and its recommendations on the terms of reference of the IEOAC as well as on the relevant expertise and experience as outlined in the report of the professional search firm. Competence and expertise of the candidates will be the most important considerations in determining the selection panel recommendations.
- f) **Ethical due diligence.** The selection panel will carefully consider the due diligence report provided to them to ensure that the recommended candidates espouse the values of honesty, transparency, accountability, integrity and teamwork.

Operational modalities

21. The selection panel shall in principle meet twice. At the first meeting, the selection panel shall elect a Chair from among its members, agree on its ways of working, review the IEOAC Terms of Reference and the Assessment Tool for evaluating candidates, and meet with the professional search firm to discuss the shortlist.
22. The report including the shortlist of candidates, candidate profiles and due diligence assessment will be sent to the selection panel in advance of the first meeting. Each member will be expected to provide an assessment of the candidates in advance of the second meeting following the scoring tool in Annex 2.
23. At its second meeting, the selection panel will complete its assessment of the candidates and agree on a list of recommended candidates and on a rationale for each recommendation. A third meeting may be called by the selection panel if deemed necessary following review of their timeline.
24. Meetings will be held virtually and will be administratively supported by the UNAIDS Secretariat. The UNAIDS Secretariat Governance Team will also support the selection panel in obtaining independent legal advice as required and in ensuring due process as set out in the terms of reference of the IEOAC and the founding documents.

Estimated timeline of work

24 April 2024	Call to nominate members to the selection panel sent to PCB members
2 May 2024	Deadline to nominate members to the selection panel
3 May 2024	Selection panel established by the UNAIDS Executive Director in consultation with the PCB Bureau
3 May 2024	List of qualified candidates, candidate profiles and due diligence report sent to the selection panel
6 May 2024	First meeting of the selection panel

10 May 2024	Selection panel members submit scoring of candidates to UNAIDS (see annex 2)
13 May 2024	Second meeting of the selection panel
16 May 2024	Recommendations of the selection panel sent by the Chair of the selection panel to the PCB Bureau
25-27 June 2024	PCB Bureau proposes the final list of selected candidates to PCB Members for approval at the 54th PCB meeting

Annexes:

1. Terms of reference of the IEOAC
2. Candidate assessment tool

Annex. TOR of the IEOAC

Terms of reference

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

Background

In 2019, the United National Joint Inspection Unit completed a review of the Joint United Nations 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’s 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 matters.
 - 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.
- 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 position of Chair will be rotational and shall be selected by the IEOAC members from among their number; the 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 every two years with a report to the PCB.

Annex 3. Scoring tool for the assessment of candidates for the UNAIDS Independent Oversight Advisory Committee (developed by the professional search firm)

Scoring tool

Each applicant will be assessed by each member of the Selection Panel. Members of the Panel will submit their scoring to the UNAIDS Secretariat ahead of their second meeting. These scores will be consolidated to support the Selection Panel in making their final consensus recommendations to the PCB Bureau and PCB.

Evidence level					
No evidence	Almost no evidence	Some evidence	Adequate evidence	Good evidence	Very strong evidence
0	1	2	3	4	5

Core competencies
At least 10 years senior level experience in complex organizations
High level knowledge of at least one of the following: finance and audit, governance and accounting, risk management and internal control, ethics and anti-corruption, senior level management.
Demonstrated knowledge and experience of the UN and / or intergovernmental organizations
Understanding of general legal concepts
Demonstrated ability to deliver recommendations across different levels of a multicultural organization
A track record of providing advisory capacity to executive level stakeholders
Previous oversight committee experience
Dedication and commitment to the values and work of UNAIDS

Annex 4. Curriculum vitae for the final proposed selection of candidates

Ana-Mita Betancourt CV

ANA-MITA BETANCOURT

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 (202) 286-3165

PROFILE: International development and finance attorney with more than 30 years' experience with private sector finance projects and sustainable development policies and programs. Former General Counsel at World Bank Group and senior executive at Inter-American Development Bank. Expertise includes advising Boards of Directors on governance issues and management of financial, reputational, environmental, and social risks; working with independent accountability mechanisms; and engaging with diverse stakeholders. Track record of community leadership and volunteerism. LGBTQ-diverse candidate; US citizen; fluent in English and Spanish.

RECENT PROFESSIONAL PRO BONO ACTIVITIES:

- Expert Advisor, **International Donor Advisory Council, SAGE** (2023-present), New York, N.Y.
 - Advise SAGE, the leading advocacy and services organization for LGBTQ+ elders, on development of international strategy and partnerships.
- Diocesan Intake Officer, Episcopal Diocese of Washington D.C. (2021-present)
 - As **Intake Officer for the ecclesiastical accountability mechanism**, conduct independent confidential fact-finding of formal misconduct complaints against clergy and make recommendations about disciplinary or dispute-resolution actions.
- **Racial Justice Task Force** Volunteer, St. Margaret's Episcopal Church (2021-present), Washington, D.C.
 - Led development and successful execution of medical debt relief campaign and crafted innovative supplier diversity program.
- Board of Directors Member, Association of Retirees, Inter-American Development Bank (IDB) (May 2020- May 2022), Washington, D.C.
 - **Coordinator, Governance Committee.** Led successful efforts to ensure cost-of-living increase for pensioners. Strengthened governance of not-for profit corporation by developing new conflict of interest, whistleblower protection, and document retention policies, Board evaluation process and Board regulations.
 - **Member, Pension Committee** overseeing a pension fund valued at \$4.7 billion (2019).
- Special Advisor to the President and **Member, Advisory Council**, Friends of Puerto Rico (2017-September 2022), Washington, D.C.
 - Advised on new youth entrepreneurship and mentorship programs for this NGO aimed at creating opportunities for Puerto Rico's economic development.
- **Member, External Consultative Group, IDB** (2017-2019), Washington, D.C.
 - Part of first-ever independent outside expert panel providing advice to the IDB's independent accountability mechanism (MICI) on strategies to promote access and effective interactions with diverse stakeholders and strengthen transparency and predictability. Co-authored report on "Promoting Best Practices" (2020).

PROFESSIONAL EXPERIENCE:

MULTILATERAL INVESTMENT GUARANTEE AGENCY (MIGA) /Washington, D.C./ 2010-2016 (retired September 2016)

Director and General Counsel, Legal Affairs and Claims Department

- **Global experience:** Chief legal officer at MIGA and senior executive in World Bank Group (WBG). Advised Board of Directors representing 180 countries on strategic, operational, policy, audit, budget, development effectiveness, finance, governance and ethics matters. Served as Claims Administrator for political risk insurance claims. Advised on all MIGA projects across more than 100 countries, liaising with host governments, investors,

and lenders. Managed and recruited diverse legal team.

- **Corporate governance leadership:** Overhauled operational policies to strengthen governance and promote business process optimization. Interacted regularly with audit teams on financial reporting, claims provisioning, and risk management. Advised on governance, transparency, data privacy, and intellectual property matters. Led Agency-wide working groups on human resources and employee performance policies.
- **Operational innovation leading to results:** Advised on development of new products providing credit enhancement and risk mitigation which resulted in 100% growth in Agency guarantee issuance.

INTER-AMERICAN DEVELOPMENT BANK (IDB)/Washington, D.C./ 2002-2010

Executive Secretary, IDB Independent Consultation and Investigation Mechanism; Team Leader and Manager, IDB Opportunities for the Majority Sector Office; Deputy General Counsel, Legal Department

- **Accountability expertise:** Reformed independent accountability mechanism that addresses ESG complaints from local populations. Conducted public consultations in a dozen jurisdictions, engaging with local communities, corporate representatives and NGOs.
- **Operational leadership:** Developed \$200 million pipeline in six months for new initiative aimed at based of the economic pyramid populations; rolled out new projects, partnerships, and groundbreaking research.
- **Successful high-level negotiations:** Achieved \$502 million first replenishment of the Multilateral Investment Fund and negotiated with Ministry of Finance-level representatives from 38 countries.
- **Results-driven:** Supported rapid expansion of loan portfolio, which grew from \$1.2 billion to \$2.4 billion and increased guarantee exposure from \$347 million to \$870 million in last year of tenure.

DARBY OVERSEAS INVESTMENTS, LTD./ Washington, D.C./2000-2002

Deputy General Counsel

- Senior manager in investment management firm with about \$700 million in assets under management; worked on pioneer \$200 million mezzanine finance fund investing in Latin American infrastructure projects, including ports, roads and telecom (average size \$20 million). Managed compliance issues. Handled due diligence, negotiation and successful acquisition of \$275 million Asian mezzanine infrastructure fund in compressed time frame.

U.S. INTERNATIONAL DEVELOPMENT FINANCE CORPORATION (FORMERLY, OPIC)/ Washington, D.C./1989-2000

Associate General Counsel, Finance; Assistant General Counsel, Special Assets; Senior Commercial Counsel

- Promoted to manager and lead workout advisor at the U.S. government's international development finance corporation. Closed multi-party energy, tourism, mining, agricultural, telecommunications and manufacturing project financings in Latin America, the Caribbean, Africa, Europe, and Asia. Oversaw legal aspects of all direct financing (exposure \$240 million) and guarantee transactions (\$3.6 billion exposure). Won award by the Federal Bar Association after nomination by supervisors and clients.

BOARD, ACADEMIC, AND OTHER EXPERIENCE:

- **PRIOR BOARD EXPERIENCE:** Completed the "Board Ready Institute" program of the Latino Corporate Directors Association (2019). Have served on boards of directors of major educational institutions and local NGOs.
- **ADJUNCT PROFESSOR, GEORGETOWN UNIVERSITY LAW CENTER,** Graduate LL.M. Program, taught "International Project Finance" (1996-2001).
- **FREQUENT LECTURER** (representative engagements): The Fletcher School of Law and Diplomacy; New York University School of Law; George Mason University Schar School of Policy and Government; George Washington University School of International Affairs.
- **PRIOR PRIVATE SECTOR EXPERIENCE:** Corporate transactional and commercial litigation practice at private law firms.

POST-SECONDARY EDUCATION:

- **STANFORD LAW SCHOOL** (Stanford, California) – **JURIS DOCTOR** degree, awarded in 1981.

- **GEORGETOWN UNIVERSITY** (Washington, D.C.) – **A.B.** degree, awarded cum laude in 1978. Major: Government.

Anuradha Gupta CV**ANURADHA GUPTA**

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Mobile- +1-650-680-5688 Email - anugupta2000@gmail.com

About me

A global health leader and a passionate champion of women, children, adolescents, with a proven track record of transformational impact at both country and global level. Over 35 years of multi-sectoral experience in leading organizations, building high performing teams and ushering in profound and meaningful change. Excel in thought leadership, coalition building, multi-stakeholder management, innovation, rebooting of organizational performance and change management. Currently, President of Global Immunization at the Sabin Vaccine Institute, Washington DC. Previously Deputy CEO of Gavi, a unique public-private partnership, recognized for its transformative role in expanding access to life saving vaccines. Prior to Gavi, led India's flagship National Health Mission, world's largest public health programme and spearheaded India's successful eradication of polio and steep reduction in child and maternal mortality. Held a wide range of leadership positions across the development spectrum including health, education, gender, nutrition, early childhood development, child protection, social justice and empowerment, poverty alleviation, development finance and rural/urban development. Globally acclaimed for turning around India's fight against polio, pioneering a continuum approach to Reproductive, Maternal, Child, Newborn and Adolescent Health (RMNCAH) and socializing the concept of zero dose children as symbols of inequity and multiple deprivations.

Professional Experience

President, Global Immunization, Sabin Vaccine Institute, Washington DC (September 2022- present)

Highlights

Pioneered a BRAVE and BOLD strategic framework, calling for fresh approaches to reverse the declining/ stagnating trends in immunization

Developed three core impact areas for Sabin's focus: leaving no one behind, lifting the lagging HPV vaccine and advancing new vaccines and technologies

Stood up the Global HPV Consortium that unifies diverse agendas and changemakers behind a common goal; launched on September 5 at Kuala Lumpur with a growing range of diverse partners; over 25 global/ regional/ local organizations have already joined the consortium

Bolstered research to understand social and behavioural drivers of vaccine acceptance and demand and coalesced Vaccine Acceptance Research Network of over 600 partners at the VARN2023 in Bangkok

Galvanized a 4300-member community of immunization professionals across 150 countries to drive local solutions to recover, catch up and improve immunization coverage post Covid, reduce inequities and prepare for life course immunization

Expanded sero-surveillance, validation of low-cost diagnostics and advocacy for Typhoid vaccine and its use in outbreaks as well as a synergistic approach to all vaccines for enteric and diarrheal diseases e.g., Typhoid, Shigella, Cholera and Rota which are being exacerbated by climate-induced shocks, conflicts and food shortages

Building up support for synergistic action relating to vaccines for respiratory diseases e.g., RSV, Influenza and Covid-19 that disproportionately impact the elderly and infants

Deputy CEO, Gavi, Geneva (June 2014- September 2022)

Led strategy development and program delivery; policies and partnerships; monitoring, evaluations and learnings; governance, legal, audit and risk assurance; financial management and organizational effectiveness

Highlights

Pioneered several innovative approaches to deepen Gavi's engagement with countries, understand their diverse needs and enhance Alliance's catalytic role in expanding equitable and sustained access to a growing portfolio of vaccines

Brought laser focus on equity: created the concept of zero dose children to shine light on the most marginalized children. Successfully advocated with the Gavi Board to set up a US\$500 million dedicated fund for equity/ zero dose and with global institutions and countries to embrace zero dose children as a marker of multiple deprivations warranting a multi-sectoral response. Zero dose children have now become a global mantra and cornerstone of several global strategies e.g., Immunisation Agenda 2030, Global Action Plan for SDG3, UNICEF's Strategic Plan, Global Polio Eradication Strategy and Measles and Rubella Initiative's Strategic Plan and a key focus of country plans

Brought increased emphasis on gender- in policies, practice, research and funding relating to immunization. Led Gavi to become a front-runner on gender equality. Gavi became the first non-profit global organization to receive equal salary employer certification. Global Health 50/50 has consistently ranked Gavi among the top performers

Introduced the concept of heterogeneity between and within countries. This new approach helped the Alliance move away from one size fits all mindset and embrace the vision of highly segmented, country-centric, contextual service delivery models with growing focus on subnational programming including geographic, socio-economic, cultural, ethnic, religious and gender disparities

Led the development of a new Partners' Engagement Framework that shifted technical assistance and resources from global to country/ subnational level, created space for multi-stakeholder partnerships, introduced transparency and made Alliance partners as well as the secretariat more accountable

Introduced the concept of joint Alliance Missions to countries to mobilize political will at the highest echelons including Heads of States and Finance Ministers and increase domestic budgets for both Gavi supported and other vaccines. As a result, co-financing increased substantially, and defaults were reduced to almost zero. Additionally, most Gavi countries began to pay for non-Gavi supported (traditional) vaccines which were previously paid for by UNICEF/ other external funders. Built strong trust between country leaders and GAVI

Led the process of strategy development in-house, moving away from reliance on strategy consulting firms. Gavi 5.0 was developed internally, informed by data, evidence and Alliance knowledge and expertise- this ensured Alliance ownership and quick recalibration when the pandemic struck in March 2020

Leveraged experience of standing up Reproductive, Maternal, Child, Newborn and Adolescent Health continuum (RMNCAH) in India to shape global initiatives e.g., World Bank's Global Financing Facility (GFF) and Partnership for Maternal Newborn Child Health (PMNCH)

Positioned Gavi as an innovator in the development space. Till 2014, Gavi was deemed the 'best kept secret in global development'. Continued to mine and leverage data to frame thoughtful messaging about Gavi's transformative impact globally and in countries- for dissemination by Gavi leadership and staff. It helped raise Gavi's profile with countries as well as globally. leading to many accolades, prizes and honours

Mission Director, National Health Mission/ Joint Secretary, Reproductive and Child Health, India
(September 2010-May 2014)

Led world's largest and Government of India's flagship public health program aimed at revitalizing primary health care, reducing maternal & child deaths and fertility rates, controlling infectious and non-communicable diseases, and mobilizing community engagement across all 35 states/ Union territories of India

Highlights

- Successfully led India's Polio eradication program to historical success; globally acclaimed a public health feat; till 2009, India accounted for over half of global polio burden; WHO took India off the list of endemic countries in 2012; certified it as polio free in 2014. Routine Immunisation rates in India also rose dramatically
- Pioneered new approaches to achieve impressive gains in maternal and child survival in India. Many of these became the global best practices and led to a dramatic decline in MMR and IMR, accelerating India's progress on MDGs 4 and 5. India also achieved a TFR of 2.1, much ahead of the global projections
- Brought high focus on barriers to access including financial impediments and integrated delivery of primary health care. For example, pioneered a national program of free, guaranteed entitlements for mothers and children to reduce barriers to institutional health care, annually benefiting over 166 million pregnant women and children who could now access free-of-cost drugs, diagnostics, diet as well as transport
- To go beyond child survival to development, designed a national initiative aimed at universal health screening and early intervention for children from 0 to 18 years of age for 4 Ds- defects at birth, diseases, deficiencies and developmental delays including disabilities. 270 million children were aimed to be annually screened under this publicly funded program, the first of its kind globally
- Introduced a new strategic approach to maternal and child health in India called RMNCH+ A emphasising integrated action, continuum of care across life cycle and pivotal importance of engaging with adolescents and ensuring reproductive and sexual health and rights. Started a national program to bring comprehensive focus on 340 million adolescents that included mental health, substance abuse and nutrition; the initiative subsequently influenced the GFF (Global Financing Facility) design and objectives
- Repositioned India's Family Planning Program as a key strategy for improved health of mothers and children and a right of women (versus a population stabilisation measure); brought emphasis on spacing through a package of interventions (versus just terminal methods) and other dimensions of reproductive and sexual health e.g., safe abortion, access to free pregnancy testing kits, contraceptives for adolescents
- Demonstrated smart use of data to bring targeted attention and program innovations at sub national level and focus on 184 districts with disproportionate burden of maternal and child mortality and high fertility; this was globally picked up as a best practice
- Championed a systems approach to health care underpinned by integrated services at community level (nutrition, sanitation, hygiene, water) and led nation-wide efforts to mobilize community engagement in the provision of quality services including social audits
- Expanded the National Rural Health Mission to National Health Mission to additionally focus on urban areas, in particular the urban poor

Other Key Assignments (India) (1990-2010)

- Principal Secretary, Health, Government of Haryana
- Advisor to Chief Minister for health, education and social services, State of Haryana
- Joint Secretary to Government of India, Ministry of Human Resource Development
- Principal Secretary, Women & Child Development, Government of Haryana
- Principal Secretary, Social Justice & Empowerment, Government of Haryana
- Special Secretary, Finance, Government of Haryana
- Vice-Chancellor, State University for Women
- Chairperson, National Council for Teacher's Education
- Member Secretary, All India Council for Technical Education
- Higher Education Commissioner to Government of Haryana

- Home Secretary, Union Territory of Chandigarh
- Administrator, Haryana Urban Development Authority

Highlights

- Led India's efforts to guarantee free and universal education to children as a legal right
- Worked extensively on human capital development. One key initiative related to introducing wide ranging reforms to improve quality of professional courses in over 5000 educational institutions across the country
- Conceptualised a large-scale program of cash transfers for poor and disadvantaged children with higher incentives for girl child to address exclusion and improve gender parity in elementary education
- Led programmes at national level to tackle severe and acute malnourishment among children
- Pioneered nation-wide community oversight, enlisting active participation of mothers, for the national school-meals program with a daily coverage of over 150 million children, eliciting participation of over 3 million teachers and community workers on a daily basis besides partnering with foundations and knowledge institutions
- Mobilised communities for sustainable development. For example, spearheaded an initiative to empower over 500,000 educated women in more than 6000 villages by organising them into community based, non-governmental organisations (NGOs) to act as agents of sustainable social change
- Worked on strengthening hundreds of self-help women groups, expanding access to finance, skills and markets and lifting them out of poverty
- Set up a University exclusively for women, offering a wide array of educational and professional opportunities including courses in medicine, engineering, and management
- Planned townships in unexplored but high potential areas to expand inclusive housing and urban infrastructure and services for the poor and squatting populations

Other Leadership Roles

Global Level Leadership

- Recently invited to join the Global Women Leaders (GWL) Voices by Helen Clarke, former Prime Minister of New Zealand and Susana Malcorra, former Minister of Foreign Affairs, Argentina. GWL Voices are global women leaders who have demonstrated a deep commitment to the improvement of conditions for humanity through contributions in a multilateral environment
- A thought leader who has contributed hundreds of articles, opinion pieces, keynote addresses and presentations on topics relating to childhood and life course immunisation, universal health coverage and primary health care, health equity and zero dose children, women empowerment and gender equality, global health security and pandemic preparedness, multisectoral action and integration, resilient health systems, human capital, and sustainable development
- Played a prominent role in shaping global health initiatives e.g., Immunization Agenda 2030, Global Action Plan on SDG3, Global Financing Facility, Partnership for Maternal Newborn and Child Health, Family Planning 2020, Every Woman Every Child, Call to Action on Child Survival, and the recent Global HPV Initiative
- A speaker at major global events: UNGA, World Health Assembly, Women Deliver, World Health Summit, World Vaccine Congress, International Paediatric Congress etc.
- Served as a member on important global committees: Immunisation Agenda 2030 Partners Council, Global Equity Reference Group on Immunisation, Investors Group of the Global Financing Facility (GFF), UHC2030 Steering Committee, International Committee on pandemic preparedness setup by National Academy of Medicines, USA, Leadership Team of Measles and Rubella Initiative and Health Campaigns Effectiveness
- Past co-chair of Partnership for Maternal Neonatal & Child Health (PMNCH); and a board member, actively involved in fervent advocacy of women and children's health
- Former Member, Advisory Board, Merck for Mothers
- On a special invite from the US Secretary of State, Ms. Hillary Clinton, served on the Steering Committee for 'Child Survival: Call to Action', June 2012, Washington DC; India was a co-convenor of this watershed event

- Represented India on Commission of Information & Accountability (COIA) set up by the Secretary General, United Nations for Every Woman, Every Child Strategy
- Led the clarion call for bringing family planning back into global discourse; Co-Chair of Stakeholders Group on Family Planning for the epoch London Family Planning Summit, 2020
- Served as Member of the Global Reference group to provide strategic direction for Family Planning 2020 initiative
- Member of Global Group responsible for developing an ‘Investment Framework for Women’s and Children’s Health beyond 2015’; co-authored a position paper ‘Healthy Women & Children at the Heart of Sustainable Development’ in Lancet to advocate for undiluted focus on Reproductive Maternal Newborn Child & Adolescent Health in the SDGs
- Served on the Global Newborn Action Advisory Group

National Level Leadership (India)

- Served on a number of Boards of Governors/Governing Bodies of premier educational institutions/organizations including Indian Institute of Management (IIM), Ahmedabad; Indian Institute of Management, Bangalore; Indian Institute of Management, Kozhikode; School of Planning and Architecture, New Delhi; National Institute of Technology and Industrial Engineering (NITIE), Bombay; National Council for Teachers’ Education, All India Council for Technical Education etc.
- Served as a member of the National Core Group on EDUSAT (Satellite launched by Indian Space Research Organization exclusively for educational purposes)
- Was a member of the National Board of Accreditation, India
- Former, Chairperson of RMNCH+A Coalition, India; Co-convener of Mission Steering Group (equivalent to the National Cabinet/Council of Ministers) for the National Health Mission and chair/member/convener of several other strategic bodies

Resource person/Part time faculty

- Bloomberg School of Public Health, John Hopkins University, USA
- Lal Bahadur Shastri National Academy of Administration, India
- State Institutes of Public Administration
- Administrative Staff College of India, Hyderabad
- Business School, Coventry University, UK
- Department of Management, University of Wollongong, Australia

Awards and Honors

- Conferred the Global Australian Award, 2022
- University of Wollongong’s Alumni Award for Social Impact, 2021
- Conferred the highest civilian award for public service by President of Democratic Republic of Congo
- Awarded the Cross of Labour by President of Laos for contribution to the health of Lao PDR’s people
- Honoured by Government of Pakistan for improving the health of children in Pakistan
- Honoured for Public Health Excellence by Government of India in 2022
- Profiled among the 10 most influential women IAS officers in the book ‘Women of Influence’ by Rajni Sekhri Sibal, India Penguin 2017
- Featured among ‘300 Women Leaders in Global Health’ by the Global Health Centre of the Graduate Institute of International and Development Studies, 2015
- During my leadership 2014-2022, Gavi received the prestigious Lasker-Bloomberg Public Service Award (2019), Princess of Austrias Award for International Cooperation (2020) and topped the charts for 4 consecutive years on gender equality by Global health 50/50

Education

Full Time Education

- Master's in Business Administration: Wollongong University, Australia
- Advanced Study in Public Administration: Maxwell School of Citizenship and Public Affairs, Syracuse University, USA
- Masters in English Literature: Kurukshetra University, India
- Bachelor of Arts in Psychology & English Literature: Kurukshetra University, India

Executive Education

- Finance & Accounting: Stanford Graduate School of Business, Stanford University, USA
- Global Perspectives on Governance: *Harvard* Kennedy School, *Harvard University, USA*
- Performance Management: *Harvard* Kennedy School, *Harvard University*

Suresh Raj Sharma CV

DR. SURESH RAJ SHARMA
M.com. (TU), MBA (SIUC), DBA (SIUC), FCCA (UK)

A seasoned professional with international experience and expertise in general management and governance including strategic planning, change management, financial management, ethics, oversight, results management, and enterprise risk management with particular emphasis on intergovernmental and international organizations.

ACADEMIC AND PROFESSIONAL QUALIFICATIONS

- DBA (Doctor of Business Administration). Southern Illinois University at Carbondale (SIUC) Illinois, USA.
- MBA (Masters in Business Administration). SIUC
- FCCA, Fellow Member of the Association of Chartered Certified Accountants, UK.
- M. Com. (Masters in Commerce). Tribhuvan University, Kathmandu, Nepal.
- B. Com. (Bachelor in Commerce). Nepal Commerce College, Kathmandu, Nepal.
- I. Com. (Intermediate in Commerce). Nepal Commerce College, Kathmandu, Nepal.
- SLC (School Leaving Certificate). Padmodaya High School, Kathmandu.

VOLUNTARY ENGAGEMENTS

PROFESSIONAL

- Member, Independent Audit Advisory Committee of the United Nations (since January 2023)
- Member, Independent Audit and Oversight Committee, United Nations High Commissioner for Refugee (UNHCR) (Since June 2018; Chair 2019-2020)
- Member, World Meteorological Organization, Geneva (2013-2019)
- Chair (2014-15) and Member, Advisory Committee on Internal Oversight, Relief and Works Agency for Palestinian Refugees (UNRWA) (2012-2015)

SOCIAL

- Advisory Committee Member, Pragati Sikshya Sadan (High School), Kopundole, Lalitpur, Nepal (Since 2016)
- WFP Alumni Network: President (2015-2019)
- FIPMO (Former International Professionals of Multilateral Organizations), Nepal Advisor (2021-23); Chairman (2017-2021); Secretary General, FIPMO, Nepal (2015-2017)

EXPERIENCE AND ACHIEVEMENTS

United Nations World Food Programme, Rome, Italy (August 1989 to March 2013)

Inspector General and Director, Oversight Office (2008- 2013)

Responsible for the management of internal audit, inspection and investigation functions in WFP - reporting to the Executive Director, WFP Audit Committee, and the WFP Executive Board.

Director, Ethics Office (2008)

Established the ethics function in WFP, including the implementation of the whistleblower protection policy, and the policy on financial and conflict of interest disclosure.

Director, Office of Change Management (2005-2008)

Formulated a strategic framework for organizational changes, coordinated and monitored internal and external change initiatives, and became an executive champion for key organizational change initiatives (such as Results Based Management and Risk Management implementation).

Director, Finance Division (2001-2005)

Managed the financial function of WFP that included accounting, disbursement, treasury and investment, and staff development and support. Developed a training framework, and implemented one for the executive management, in financial management in WFP at all levels; developed a plan and initiated the implementation of strengthening the financial management capacity through external recruitment and career development of national finance staff; led 60 finance professional staff at Headquarters and over hundred professionals in country offices.

WFP Representative and Country Director in Sri Lanka (1998-2001)

Managed the WFP programme in Sri Lanka, including the innovative development of earliest Protracted Relief and Recovery projects, and the integration of development and relief activities in the Country Programme; influenced the development of the UN Development Assistance Framework that included development as well as humanitarian framework.

Director (1993-98); Budget Analyst (1989-93); Office of Budget

Developed institutional systems, which included, financial policy framework (resources and long-term financing), and consolidated budget for operations and administration of WFP (since 1994-95).

Southern Illinois University at Carbondale, Carbondale, Illinois, USAResearch Associate, Budget Office (1983-89)

Worked as a researcher while pursuing the degree of MBA and DBA, assisting the Budget Director in the formulation of budgetary policies, including revenue analysis and reporting.

Tribhuvan University, Kathmandu, NepalChief of Finance Division as Deputy Chief Financial Officer (1976-1980) Chief Financial Officer (1980-1983)

Managed the finance function in the University, which included budgeting, accounting, treasury, and internal audit; managed 66 finance staff directly in HQ and over 200 finance staff indirectly in over 80 campuses, institutes and research centres; implemented a new accounting system; produced a consolidated comprehensive budget for the university system; initiated the preparation and publication of annual financial statements based on fund accounting; negotiated operational and capital budget grants with government departments (Ministry of Finance, Ministry of Education, and the National Planning Commission).

Lecturer in Management Accounting, MBA Programme, Shanker Dev Campus, Kathmandu (1980-83)**Agriculture Inputs Corporation, Kathmandu, Nepal**Division Chief/Planning Officer, Planning and Evaluation Division (1974-76)

Prepared annual and long-term plan for marketing of agricultural inputs; developed annual and long-term plans.

The United Mission to Nepal, Kathmandu, NepalSenior Accountant/Assistant to Treasurer/Internal Auditor (1967-74)

Oversaw the operation of the Treasurer's department, including accounting, fund management, and preparation of financial statements and internal auditing of units within Kathmandu valley.