

# DR SARITA DANUTE SEHGAL

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**Citizenships:** Swiss / Swedish / Lithuanian / Overseas Citizen of India / South African Permanent Resident

**Location:** Geneva, Switzerland / Cape Town, South Africa

## PROFILE

A partnership and development professional with more than 20 years of experience working with the UN, NGOs, philanthropy and business in Europe and Africa, I have a portfolio career which straddles the worlds of academia and practice. Working across sectors and geographies, I lecture, coach and facilitate team and skills-building workshops to drive effective design and implementation of multistakeholder partnerships for socio-ecological impact. I have in-depth knowledge of the international health and development landscape, and over the course of my career have advised and worked directly with UN leaders, CEOs, Government Ministers and programme managers, as well as human rights activists, youth leaders and marginalized communities. I understand the complementary interests and value propositions of international organizations, philanthropy, government, private sector, civil society, and academia and am described by my clients and colleagues as someone who bridges ideas, initiatives and people and promotes big picture thinking and co-created solutions. My energy and passion for driving positive change enables me to generate knowledge, build capacity and foster collaboration for tangible and sustainable impact.

I have seen first-hand how inner work promotes external transformation. As an executive leadership coach, I blend my strategic advisory experience with integral coaching techniques to help current and future leaders to find their path and excel at what they do. Through one on one and collective coaching I support individuals and teams to navigate challenges and grow their contribution.

## AREAS OF WORK

Partnership strategy, design and facilitation; Strategic communication; Lecturing, training and capacity development; Executive and Business Coaching; Career leadership and Mentoring; Research and evaluation

## LANGUAGES

English (mother tongue), French (fluent), German (fluent), Spanish (intermediate)

## ACADEMIC WORK AND RESEARCH

**Adjunct Associate Professor:** [University of Cape Town, Graduate School of Business \(GSB\)](#)

Lecture on the [CEMS Master in International Management](#), [PGDip in Development Finance](#) and [MPhil in Inclusive Innovation](#) programmes in relation to business communications and effective cross sector partnerships; Supervise MPhil students; examine MBA Industry reports and proposals. 2023/2024/2025

**Lecturer:** [University of Pretoria, Gordon Institute of Business Science](#),

Lecture on the [MPhil on Leading New Economies](#) in relation to inter-organizational collaboration and relationships. 2025

**Lecturer:** [Sustainability Institute](#)

Convene and facilitate the Strategic Partnerships Module of the [Corporate Transitions for Sustainable Futures short course](#) – biannual cohorts of corporate and NGO participants per year – 2023/2024/2025

**Lecturer:** [Grenoble Ecole de Management](#)

Development and delivery of the Cross Sector Partnering modules for Sustainability as a Strategic Lever for Business – in person and online course delivery. 2025/2026

**Lecturer:** [Geneva Graduate Institute](#)

Development and delivery of skills building workshop on strategic communication and presentations for the [Masters in International and Development Studies \(MINT\)](#) programme. 2026

**Co-Chair:** [CSSI 2024 Conference April 2024, Cape Town](#)

Led the design and organization of the biannual academic/practitioner conference on Cross Sector Social Interactions that was hosted by UCT Graduate School of Business, The Partnering Initiative, The Embedding Project and PRME Chapter Africa. The conference focused on the theme of **Power and Inclusion in cross sector partnerships** for sustainable development. See [Report](#).

**Doctoral Research:** Qualitative, longitudinal study on social partnering in the context of the SDGs. *Stepping in, aside or away? A micro-level study of commitment in cross sector partnerships* - University of Cape Town, Graduate School of Business  
[https://open.uct.ac.za/bitstream/handle/11427/37827/thesis\\_com\\_2022\\_sehgal%20sarita%20danute.pdf?sequence=1&isAllowed=y](https://open.uct.ac.za/bitstream/handle/11427/37827/thesis_com_2022_sehgal%20sarita%20danute.pdf?sequence=1&isAllowed=y)

**Co-investigator:** SLR Transform – Investigating the transformational impact of cross sector social partnerships that contribute towards the SDGs – Cross Sector Social Initiative Scholarly Community (2020-2024)

**Co-investigator – Social Capital Community of practice:** The role of social capital in fostering cross sector collaboration: An analysis of solidarity responses to the Covid-19 hunger crisis in South Africa – University of Cape Town (2020)

## **ADVISORY, COACHING AND FREELANCE WORK IN THE PRACTICE SPHERE**

- August 2023- Current **Reos Institute, Deputy Chair of the Board** **Global**  
The [Reos Institute](#) acts as a force multiplier for collaborative initiatives aimed at systems change.
- Mar 2021- Current **Founder and Director, Sandhi Solutions Sàrl** **Global**  
Founded a small company based in Geneva through which I provide strategic advisory and coaching services to executives, professionals and teams. I deliver responsive, tactical and solution-oriented support to help align passion, purpose and potential and enhance both meaning and contribution. [www.sandhi-solutions.com](http://www.sandhi-solutions.com)
- Mar 2020 – current **The Partnering Initiative: Associate Director, Strategy and Development** **Global**
- Provide strategic partnering advisory, coaching, facilitation and capacity building support to organizations such as Wellcome Trust, Novo Nordisk Foundation, Bill and Melinda Gates Foundation, CGIAR, CITES and FAO and drive more effective and equitable partnerships for social impact in different contexts, with a focus on the global south.
  - Develop bespoke partnership strategies and vision documents for organizations and partnerships as well as guidance, toolkits and blog articles on multi-sectoral partnering, notably the *SDG Partnership Guidebook*.
  - Deliver bespoke in person and virtual training programmes on strategic partnering for clients such as FAO the Africa One Health University Network (AFROHUN) and the Ethical Tea Partnership
  - Developed online course “playbook” to optimize community engagement in Multistakeholder partnerships for Philanthropy University and Hilton Foundation
- May 2016 - Current **University of Cape Town, Graduate School of Business, Careers Coach** **South Africa**  
*One on one career coaching and group capacity building of MBA students*
- Have coached more than 100 MBAs and graduate students and supported them in career transitions and job searches which includes identifying career options based on interests and transferrable skills, review and guidance for compelling CVs and cover letters, and preparation for interviews
  - Deliver “Leaders building leaders” and professional development seminars for MBA and MPhil classes focusing on how to identify the right career path, reinvent yourself and develop professional narratives that resonate with their chosen sector and are aligned to their purpose
- July 2020 – Feb 2022 **UNAIDS/WFP Research, Policy and Strategic communications** **West and Central Africa**
- Designed an interactive excel toolkit to enhance people-centred cash transfer programming
  - Led the design and facilitation of a bilingual civil society capacity building workshop on social protection for 80+ participants from 10 countries collaborating with ILO, UNICEF and WCA Civil Society Institute
  - Conducted qualitative research to develop four in-depth country case studies and a synthesis report documenting an innovative UNAIDS/WFP partnership to deliver cash transfers to vulnerable communities in West and Central Africa and help mitigate the socio-economic impacts of Covid-19
  - Developed an online tool kit on how to enhance the people-centredness of cash transfer programmes
  - Identified good practices, drawing insights and preparing practical guidance to strengthen HIV sensitive social protection; promote community led and people-centred, multipurpose approaches to cash assistance; and deliver effective and sustainable support to vulnerable populations during times of crises.
  - Supporting research, advocacy and publication development on enhancing equitable access to HIV services and Covid-19 vaccines for irregular migrants in Europe
  - Prepared UNAIDS Executive Director’s opinion pieces on HIV response lessons for addressing Covid-19.

- Nov 2016 – Sep 2020 **Grassroot Soccer (GRS) Strategy Adviser, Partnerships** **Southern Africa**
- Guided GRS global partnering approach for upstream influence and sustainable scale through development and implementation oversight of government and partner engagement strategies in Zimbabwe, Zambia, South Africa, Malawi
  - Engaged with GRS Board to build understanding and support for a revamped partnering strategy
  - Developed evidence-based proposals and case studies to mobilize resources from AUSAID, USAID, Vittol Foundation
  - Built partnering skills and capacity across the organization through design and delivery of partnering strategy training sessions both in person and virtually via zoom
  - Conceptualized and facilitated multisectoral Partnership Forum on adolescent health with 80 NGO, government and private sector stakeholders to build partnering capacity, share best practices, promote youth participation and spearhead collective action
  - Developed GRS specific Partnering Guide and Toolkit to generate common understanding and strengthen partnering capacity among all staff
  - Built leadership capacity of 3 Directors through executive coaching
- Oct 2019 – May 2020 **International Committee of the Red Cross (ICRC) Strategic communications** **Cyprus**
- Identified and consolidated critical success factors of Missing Person Mechanisms that informed the development of guidance and tools for global stakeholders
  - Coordinated the documentation of a multisectoral expert meeting on Mechanisms for Missing Persons in Cyprus and wrote comprehensive meeting report
- Oct -Dec 2018 **UNICEF Programme Communications and Partnerships** **Nigeria**
- Engaged in qualitative research with district and local level government, UNICEF and stakeholders to identify critical success factors of UNICEF's Accelerated Action for Impact (AAI) initiative for maternal and child survival, highlighting the critical role of civil society and community engagement
  - Conceptualized and wrote six strategy briefs to document the innovations and roll out of AAI in four pilot states and mobilize political and financial support of government and partners which has contributed to scale up of the initiative across the country
- Oct 2017 – May 2018 **UNDP Resident Coordinators Office – Strategic Planning** **Mozambique**
- Co-designed and facilitated UN Joint Team retreat to review Joint Team collaboration and identify key priorities for UNAIDS action in Mozambique going forward
  - Researched and drafted UN Joint Programme of Support on HIV 2018-2022 – 5 year strategic plan with primary focus on HIV prevention for adolescent girls and key populations which is now guiding the national UN efforts on HIV
- Jan – Jun 2017 **UNICEF Programme Communications and Partnerships** **South Africa**
- Researched, designed and wrote 13 investment case briefs to share innovations around UNICEF's country priorities and programmes and advocate for resource mobilization and partnerships, notably with the private sector
  - Technical focus areas included Ending Violence against Children, Early Childhood Development, Social protection, Adolescents, WASH, and Maternal and Child Health
  - The investment case briefs contributed to leveraging over 10 million USD for UNICEF work in the country from public and private sector donors

## FULL TIME WORK EXPERIENCE

- Aug 2014 - **UNAIDS - Senior Institutional Development Adviser** **Pretoria, South Africa**
- May 2016 *Provided guidance and technical support to the South African National AIDS Commission, National Department of Health and Provincial AIDS Councils to fast track an effective, multisectoral HIV response*
- Guided National Department of Health (NDOH), funding and implementing partners in District Planning to support health system strengthening for HIV, TB and PMTCT in all 52 health districts of SA
  - Advised government and civil society leaders on strategic planning for HIV prevention, HIV testing, PrEP, Gender, GBV, community mobilization and SRH linkages to strengthen their local HIV responses
  - Supported SANAC, NDOH and Civil society to mobilize 4M Rand in funding and revitalize the national HIV testing campaign improving focus, reach, yield and linkage to care
  - Assisted Limpopo and Gauteng provinces on multisectoral coordination, partnerships, investment strategy, policy and planning, and progress reporting in alignment with the SDGs
  - Analyzed and provided guidance on key gaps in the provincial HIV responses; disseminated strategic information and supported proposal development for PEPFAR DREAMS and Global Fund
  - Prepared speeches for high level political leaders on HIV, gender-based violence, and child marriage to mobilize action against harmful cultural and gender norms
- Nov 2010- **UNAIDS - Partnership and Social Mobilization Adviser** **Windhoek, Namibia**
- Aug 2014 *Partnered with and provided technical support to communities, civil society, development partners, private sector and government to support an evidence based and multi-sectoral country response to HIV*
- Oversaw strategic direction and management of the USAID and Finnish Embassy funded UNAIDS Small Grants Fund– including capacity building of disadvantaged communities, fundraising, donor stewardship and reporting on results
  - Facilitated strengthened involvement of young people, women living with HIV, sex workers, LGBT communities and other marginalized populations in national HIV response through evidence informed advocacy, capacity building and mentoring support for these populations
  - Generated and disseminated up to date strategic information for government, civil society and private sector partners to support evidence-based action and decision making on HIV, gender inequality , GBV and sex work including advocacy with parliamentarians and government leaders to change harmful laws
  - Oversaw interdisciplinary research teams to carry out 4 qualitative studies and 3 reviews on national plans and policies related to sex work, WLHIV, gender, SRH linkages, GBV service delivery, HIV and young people
  - Brokered multisectoral partnerships, mobilized funding and leveraged synergies with Global Fund, GIZ, USAID, CDC, private sector, local government, UN agencies for research and advocacy initiatives focused on young people, sex workers, informal settlements and sport for development
  - Mentored and coached 8 junior staff and interns who now have international development careers
  - Prepared speeches for Minister of Health, First Lady, UN Secretary General and other leaders on HIV prevention, rights of women living with HIV, and gender based violence to drive national level progress
- Jul 2007 – **UNAIDS - Programme Management Coordinator** **Geneva, Switzerland**
- Oct 2010 *Managed strategic processes and events and advised the Deputy Executive Director on priorities*
- Conceptualized, launched and managed the UNAIDS Special Youth Fellowship Programme which became a flagship for the organization; mentored 9 youth from developing countries
  - Coordinated technical staff in 8 internal working groups to develop and operationalize the *UNAIDS Outcome Framework* that led to UNAIDS “Getting to Zero” Strategy
  - Steered project team, coordinated action and built consensus among UN agency representatives and internal staff to deliver Global Report on HIV and UNAIDS Board meeting on HIV and Migration
  - Researched and reviewed specific issues related to TRIPS, HIV and refugees and compiled reports, policy briefs and presentations for internal and external stakeholders to drive policy improvements for HIV
  - Led development of an innovative internal environmental policy that was adopted by senior management and drove approximately 30% reduction in office resources (energy, paper etc)
  - Coordinated all technical department’s contributions to UNAIDS Second Independent Evaluation and acted as lead focal point for the McKinsey evaluation team

- Jan 2006 - **UNAIDS - Executive Officer** **Geneva, Switzerland**  
 July 2007 *Provided analytical and management support to the Director of Policy, Evidence and Partnerships*
- Rapporteur and drafted decisions for the UNAIDS Programme Coordinating Board meetings
  - Led the organization of a 100 person multi-stakeholder conference on HIV prevention
  - Coordinated the development of a special issue on HIV prevention for *The Lancet*
  - Ensured smooth management of the office and oversaw projects, activities and events – such as New Staff orientation, and training on performance management
  - Prepared substantive background and compelling briefs, speeches and presentations for internal and external audiences (Senior Management Team, UN Agency heads, donors, Partners)
- Jan 2004 - **Richemont International SA - Project and Operations Executive Manager** **Geneva, Switzerland**  
 Dec 2005 *Provided strategic advice and project management support to the Chief Executive Officer and COO*
- Developed and carried out strategic analytical studies and worked closely with the CEO to design the new strategic vision, direction and corporate culture for the company
  - Analysed competitors and potential new business ventures and delivered strategic recommendations
  - Developed Corporate Social Responsibility Guidelines for the Group
  - Defined key performance indicators for the organization and monitored brand performance
  - Reviewed and analyzed the existing performance management system for senior managers and provided recommendations for improvement.
  - Prepared substantive background material for meetings, including presentations and speeches
- Feb 2001 - **L'Oréal Suisse - Chef de Produits, Kérastase** **Geneva, Switzerland**  
 July 2002 *Managed the marketing, communication and promotional activities of the brand in Switzerland*
- Developed and implemented the marketing and communications strategy to upgrade the brand positioning and improve distribution
  - Led the organization of an 80 person conference to enhance client relationships and brand equity
  - Developed the media plan and the design and content of trilingual publicity materials.
  - Performed an analytical study which led to a revised pricing strategy and positioning for the brand
- Feb 1997- **International Organization for Migration (IOM) - Project Consultant** **Geneva, Switzerland**  
 Jan 2000 *Co-managed a project to raise awareness of the need for inter-governmental cooperation on migration*
- Designed and implemented the fundraising strategy: identified and worked directly with donors
  - Conducted research and drafted issue-oriented discussion papers (eg Internally displaced people)
  - Controlled the project finances and prepared annual project reports including financial statements
  - Coordinated/edited a book on international migration policy published by Oxford University Press
  - Designed and drafted promotional materials used to disseminate information about project activities
- Aug 1991- **Professional Ballet Dancer** **Germany and Sweden**  
 Aug 1994 *Danced in soloist roles for Giessen and Malmö Ballet Companies*
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## EDUCATION

**Graduate School of Business, University of Cape Town (2017 – 2022)** Cape Town, South Africa  
PhD programme. Graduated in December 2022.

**Centre for Coaching (2017)** Cape Town, South Africa  
ICF Accredited Integral Coaching for Development Programme

**INSEAD MBA Programme (2000)** Fontainebleau, France  
Graduated in top 10% with distinction  
Extensive research on Corporate Citizenship and Social Marketing

**Institut Universitaire de Hautes Études Internationales (IUHEI) – (1996-1998)** Geneva, Switzerland  
Masters in International Relations, Political Science - Thesis on Migration Policy in the EU – graduated in 1998

**University of California, Berkeley (graduated 1996)** California, USA  
BA (*summa cum laude*) in International Relations and German, Phi Beta Kappa

**Freie Universität Berlin (1994-1995)** Berlin, Germany  
Year abroad majoring in Political Science and Art History

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## AWARDS /SCHOLARSHIPS

2020 Irish Aid Bursary – Research funding award for Doctoral students studying partnerships for the SDGs  
2000 L'Oréal Creativity Award – INSEAD MBA Programme – Full scholarship for MBA tuition  
1990 National German Contest Winner –AATG in United States – Awarded one month study trip to Germany

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## PUBLICATIONS, PODCASTS, TALKS AND CONFERENCE PAPERS

[“Before Impact: Teaching inner development and well-being”](#) – Panel speaker for [Catalyst Now](#), 2025

Stadtler, L., Seitanidi, M. M., Knight, H. H., Leigh, J., Clarke, A., Le Ber, M. J., ... & Sehgal, S. (2023). Cross-sector partnerships to address societal grand challenges: Systematizing differences in scholarly analysis. *Journal of Management Studies*.  
<https://onlinelibrary.wiley.com/doi/epdf/10.1111/joms.13053>

INSEAD Life Long Learning Podcast Interview (2023): *Career Reinvention: What does it take?*  
<https://www.spreaker.com/user/inseadknowledge/reinventing-yourself> or [spotify link](#)

Nöstlinger, C., Cosaert, T., Van Landeghem, E., Vanhamel, J., Jones, G., Zenner, D., ... & Van Renterghem, H. (2022). HIV among migrants in precarious circumstances in the EU and European Economic Area. *The Lancet HIV*  
<https://pubmed.ncbi.nlm.nih.gov/35460600/>

“Sustaining partnering commitment through collaborative inertia: What enables CSP participants to proactively respond to adversity?” Conference Paper, CSSI Symposium, Wageningen, The Netherlands, June 2022

“Collaborating across sectors to mitigate the socio-economic impact of Covid-19 for marginalized people living with, at risk of and affected by HIV in West and Central Africa”, Conference Paper, CSSI Symposium, Wageningen, The Netherlands, June 2022

“Responding to adversity in cross sector partnerships: When and why do individuals keep on going?”, Conference paper, CSSI Symposium, Limerick, Ireland, June 2020

“Putting Cross-Sector Social Partnerships’ Global Challenge Outcomes to the Test - Developing a Research Agenda from an Evidence-Based, 20-Year Systematic Literature Review” – Conference paper, CSSI Symposium, Limerick, Ireland, June 2020

“Local networks can help people in distress: South Africa’s COVID-19 response needs them” – Social Capital Community of Practice, May 2020, [https://theconversation.com/local-networks-can-help-people-in-distress-south-africas-covid-19-response-needs-them-138219?utm\\_source=linkedin&utm\\_medium=bylinelinkedinbutton](https://theconversation.com/local-networks-can-help-people-in-distress-south-africas-covid-19-response-needs-them-138219?utm_source=linkedin&utm_medium=bylinelinkedinbutton)

“Partnering at speed against Covid-19” – Sarita Sehgal and Dave Prescott - The Partnering Initiative Blog – April 2020  
<https://thepartneringinitiative.org/news-and-views/tpi-blog/partnering-at-speed-against-covid-19/>

“What shapes Partnering Commitment and how does it influence cross sector collaboration”, PhD Workshop paper, EGOS Conference Edinburg, Scotland, June 2019

“Feature: HIV Counselling and Testing in South Africa”, Rev Zwo Nevhutalu and Sarita Sehgal in *Turn Around: The story of South Africa’s HIV response*, UNAIDS 2016

“Making 90 90 90 a reality: Business unusual in South Africa”, Abstract presented at the International AIDS Conference in Durban, July 2016

“Operationalizing 90 90 90 through bottom-up, locally driven planning: The South African Experience, Abstract presented at the ICASA conference in Harare, December 2015

“Innovative framework and methodology to assess HIV/SRH Integration in Namibia”, Abstract presented at the ICASA conference in Cape Town, December 2013

“Moving Young People from the Center of the Epidemic to the Center of the HIV Prevention Response In Namibia”, Abstract presented at the ICASA conference in Cape Town, December 2013

Haour-Knipe, M., de Zaluondo, B., Samuels, F., Molesworth, K., & Sehgal, S. (2014). HIV and “people on the move”: six strategies to reduce risk and vulnerability during the migration process. *International Migration*, 52(4), 9-25.

“Empowering marginalized and vulnerable communities through targeted high-risk granting in Namibia”, Abstract presented at the 5th Africa Sexual Health and Rights Conference in Windhoek, September 2012

“Assessment of the status and needs for integration and linkages between SRH and HIV services in Namibia”, Abstract presented at the 5th Africa Sexual Health and Rights Conference in Windhoek, September 2012

“A Case Study on advancing sex worker’s agenda through catalytic HIV funding in Namibia”, Abstract presented at the AIDS 2012 Conference in Washington in July 2012

“Empowering sex workers to claim their right to access non-stigmatizing HIV, health and social services in Namibia”, Abstract presented at the AIDS 2012 Conference in Washington in July 2012

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## OTHER EXPERIENCE

Ongoing	UCT Graduate School of Business, Careers Council Member	Cape Town, South Africa
Ongoing	Member of Cross Sector Social Interactions (CSSI) Scientific Committee	Global
Ongoing	Scholar of Vedanta – Ancient Indian philosophy	Global
2024	INSEAD Business Sustainability Executive Education Programme	Fontainebleau
2020	Career orientation for Students at Graduate Institute of International and Development Studies	Geneva
2017	Building Effective Partnerships for Development Course (TPI)	Oxford, United Kingdom
2015 - 2016	UNAIDS Women’s Mentoring Programme	Pretoria, South Africa
2014	UNAIDS Women’s Leadership Programme	Turin, Italy
2012	UN Facilitator training on Human Rights Based Approaches to development	Turin, Italy
2007-2010	Chair of UNAIDS Environmental Working Group	Geneva, Switzerland
2006- 2009	Executive Committee Member of UNAIDS Secretariat Staff Association	Geneva, Switzerland
2003-2010	Yoga Teacher	Geneva, Switzerland
2002-2003	1 year traveling and volunteering around the world including community development and reforestation work in Ecuador	Africa, India, S.E. Asia, Ocean Pacific, S. America

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## REFERENCES

Professor Ralph Hamann, Graduate School of Business	<a href="mailto:ralph.hamann@uct.ac.za">ralph.hamann@uct.ac.za</a>
Mr Dave Prescott, Creative Director, The Partnering Initiative	<a href="mailto:dave.prescott@tpiglobal.org">dave.prescott@tpiglobal.org</a>
Dr Paul de Lay, Former Deputy Executive Director, UNAIDS	<a href="mailto:pkdelay11@me.com">pkdelay11@me.com</a>
Mr Henk Van Renterghem, Country Director, UNAIDS	<a href="mailto:vanrenterghemh@unids.org">vanrenterghemh@unids.org</a>
Ms Silaja Birks, Former Head of Strategic Partnerships, Wellcome Trust	<a href="mailto:silaja.birks@gatesfoundation.org">silaja.birks@gatesfoundation.org</a>
Mr Norbert Platt, Former CEO of Richemont International	<a href="mailto:plattnorbert@gmail.com">plattnorbert@gmail.com</a>
Ms Morea Josias, Head of Careers and Alumni, UCT Graduate School of Business	<a href="mailto:moreajos@gsb.uct.ac.za">moreajos@gsb.uct.ac.za</a>
Ms Lea Stadler, Associate Professor, Grenoble Ecole de Management	<a href="mailto:Lea.STADTLER@grenoble-em.com">Lea.STADTLER@grenoble-em.com</a>