

Policy and Procedures Handbook



Communities Delegation

to the Board of the Global Fund to fight AIDS, Tuberculosis and Malaria

December 2020

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Communities Delegation Dictionary

AFC	Audit and Finance Committee
AGYW	Adolescent Girls and Young Women
AmFM	Affordable Medicines Facility for Malaria
CCM	Country Coordinating Mechanism
ABM	Alternate Board Member
BCOP	Board and Committee Operating Procedures
BM	Board Member
CFP	Constituency Focal Point
COI	Conflict of Interest
CoS	Continuity of Services
CRG	Community, Rights and Gender
CSS	Community Systems Strengthening
DTF	Dual Track Financing
EGC	Ethics and Governance Committee
EHRA	Eurasian Harm Reduction Association
FM	Funding Model
GAC	Grant Approvals Committee
GF	Global Fund
GFAN	Global Fund Advocates Network
HLP	High Level Panel
HSS	Health Systems Strengthening
KAPs	Key Affected Populations
KPI	Key Performance Indicator
MARPs	Most at Risk Populations
MDC	Market Dynamics Committee
MDGs	Millennium Development Goals
MDR-TB	Multi Drug Resistant Tuberculosis
MoU	Memorandum of Understanding
MSM	Men who have Sex with Men
NGO	Non-Governmental Organization
NSA	National Strategy Application
ODA	Overseas Development Assistance
OIG	Office of the Inspector General
OSF	Open Society Foundations
RBM	Roll Back Malaria
RSSH	Resilient and Sustainable Systems for Health
SC	Strategy Committee
SDGs	Sustainable Development Goals
STBP	Stop TB Partnership
TB	Tuberculosis
ToR	Terms of Reference
TRP	Technical Review Panel
TSF	Technical Support Facility
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNITAID	International Facility for the purchase of drugs against HIV/AIDS, Malaria and Tuberculosis
UQD	Underfunded Quality Demand
W4GF	Women4Global Fund
WHO	World Health Organisation

Introduction

The Global Fund to Fight AIDS, TB and Malaria is a global public-private partnership including governments, civil society, technical agencies, the private sector and people affected by the diseases, dedicated to prevent and treat HIV, tuberculosis and malaria. The contribution of civil society to the development of the Global Fund and the scale-up of its programs is crucial to ending the three diseases. The Global Fund values the important role played by civil society and thus includes civil society constituencies in its governance structures.

The Communities Living with HIV and Affected by Tuberculosis and Malaria Delegation (Communities Delegation) is one of three civil society constituencies on the Board and has a unique role in leveraging the lived experiences of HIV, Tuberculosis and Malaria and bringing a human face to the realities of the three diseases. The Communities Delegation is committed to ensuring human rights and gender equality in programmes, with particular attention to key and vulnerable, marginalised, criminalised and stigmatised populations. The delegation engages with its communities and influences decisions – with the ultimate aim of ensuring the best equitable and sustainable access to prevention, treatment, care and support services for the three diseases.

This Handbook lays out the Communities Delegation's governance framework and defines effective internal ways of working of the Communities Delegation. It consolidates in one place the Delegation's internal procedures and includes Terms of Reference and Performance review processes for Communities Delegation members and its leadership alongside Conflict of Interest policy. It further allows incoming and existing Delegation Members to understand their important role in participating and contributing effectively to discussions and decision-making processes of the Communities Delegation to the Board of the Global Fund.

The handbook is based on input from a consultation with delegation leadership and members and incorporates best practices of other Global Fund and Unitaaid civil society Board delegations. It is in alignment with requirements of the Global Fund Bylaws and the operating procedures and has benefitted from recommendations of the Legal and Governance department at the Global Fund. This governance Framework has been adopted by delegation members on a consensus basis. Reviews and revisions of this document will be undertaken at regular intervals.

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About the Global Fund

History

The Global Fund to Fight AIDS, Tuberculosis and Malaria was created in 2002 in response to advocacy of civil society, to attract, manage and disburse additional resources through a new public-private partnership to make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV/AIDS, Tuberculosis (TB) and Malaria in countries in need, and contributing to poverty reduction¹. Indeed, it was the grass-roots efforts of thousands of community and civil society groups around the world advocating for increased resources for the response to HIV that led to the creation of the Global Fund in 2002.

The following principles were established outlining that, the Global Fund:

- Is a financial instrument, not an implementing entity
- Will make available and leverage additional financial resources to combat HIV/AIDS, TB and Malaria
- Will base its work on programs that reflect national ownership and respect country-led formulation and implementation processes
- Will seek to operate in a balanced manner in terms of different regions, diseases and interventions
- Will pursue an integrated and balanced approach covering prevention, treatment, and care and support in dealing with the three diseases
- Will evaluate proposals through independent review processes based on the most appropriate scientific and technical standards that take into account local realities and priorities
- Will seek to establish a simplified, rapid, innovative process with efficient and effective disbursement mechanisms, minimizing transaction costs and operating in a transparent and accountable manner based on clearly defined responsibilities. The Global Fund should make use of existing international mechanisms and health plans.
- In making its funding decisions, the Global Fund will support proposals which:
 1. Focus on best practices by funding interventions that work and can be scaled up to reach people affected by HIV/AIDS, TB and Malaria.
 2. Strengthen and reflect high-level, sustained political involvement and commitment in making allocations of its resources.
 3. Support the substantial scaling up and increased coverage of proven and effective interventions, which strengthen systems for working within the health sector; across government departments; and with communities.
 4. Build on, complement, and coordinate with existing regional and national programs in support of national policies, priorities and partnerships, including Poverty Reduction Strategies and sector-wide approaches.
 5. Focus on performance by linking resources to the achievement of clear, measurable and sustainable results.
 6. Focus on the creation, development and expansion of government/private/nongovernmental organization partnerships.
 7. Strengthen the participation of communities and people, particularly those infected and directly affected by the three diseases, in the development of proposals.
 8. Are consistent with international law and agreements, respect intellectual property rights, such as TRIPS, and encourage efforts to make quality drugs and products available at the lowest possible prices for those in need.
 9. Give due priority to the most affected countries and communities, and to those countries most at risk.
 10. Aim to eliminate stigmatization of and discrimination against those infected and affected by HIV/AIDS, especially for women, children and vulnerable groups.

¹ [The Global Fund Framework Document 2001](#)

Today the Global Fund partnership mobilises and invests more than US\$4 billion a year to support programs run by local experts in countries and communities in need. The Global Fund partnership has saved 38 million lives since 2002², including 6 million in 2019 alone. This represents a 20 percent increase in the number of lives saved compared to the previous year resulting from increased efficiencies in service delivery, success in finding and treating more people with lifesaving medicine, cost savings on health products, and improved collaboration across the Global Fund partnership.

Governance

The Global Fund is a partnership of governments, civil society, technical agencies, the private sector and people affected by the diseases. The Global Fund Board is the supreme governing body of the Global Fund. It is comprised of 28 seats and includes 20 voting members, with equal representation by implementer and donor constituencies. Non-governmental organizations; communities affected by HIV, TB and Malaria; the private sector; and private foundations are also represented as voting members.

The Communities Delegation is part of the Implementer Voting Group, which also includes two other civil society Delegations: Developed Country NGOs and Developing Country NGOs. The other seven Implementer constituencies are: Eastern Europe and Central Asia (EECA); Eastern Mediterranean Region (MENA); Eastern & Southern Africa (ESA); Latin America & Caribbean (LAC); South East Asia (SEA); West & Central Africa (WCA); and Western Pacific Region (WPR). The 10 Donor Voting Group Constituencies are: Canada, Switzerland and Australia; European Commission (Belgium, Finland, Italy, Portugal, Spain); France; Germany; Japan; Point Seven (Ireland, Denmark, Luxemburg, Netherlands, Norway, Sweden); Private Foundations; Private Sector; United Kingdom; and USA. In addition, there are eight non-voting members, including the Board Chair and Vice-Chair; the Executive Director, representatives of partner organizations (Stop TB, RBM, UNITAID, PMNCH), the World Health Organization, UNAIDS and World Bank; as well as the Additional Public Donors constituency.

Each constituency designates its representatives to the Board, Board Member (BM), and Alternate Member (AM), appoint a Constituency Focal Point (CFP), and determine the members of its delegation. The constituencies of the Global Fund Board operate under a principal of constituency ownership and determine their own internal processes, in accordance with the procedural requirements of the Board- approved Board and Committee Operating Procedures (BCOP)³.



² [The Global Fund Results Report 2020](#)

³ [Board and Committee Operating Procedures](#), Nov 2019

The Board is required by the Bylaws⁴ to have a minimum of two meetings per year, one of which will be held in Geneva, Switzerland. The Board shall exercise all powers required to carry out the purpose for the Global Fund, including the following core functions:

- Strategy Development
- Governance Oversight
- Commitment of Financial Resources
- Assessment of Organizational Performance
- Risk Management
- Partnership Engagement, Resource Mobilization and Advocacy

The Global Fund Board has three standing committees:

- **Audit and Finance Committee** (to ensure optimal performance of the corporate and financial operations of the Global Fund)
- **Strategy Committee** (to provide oversight of the strategic direction of the Global Fund and ensure the optimal impact and performance of its investments in health)
- **Ethics and Governance Committee** (to ensure that the Global Fund and its stakeholders adhere to appropriate standards of ethical behaviour)

The committees provide decision-making, advisory and oversight support to the Board. As outlined in the BCOP⁵, each constituency should at any one time be represented in at least one committee and in a maximum of two. Committee members are drawn from the membership of the constituencies that make up the Board and bring a range of appropriate skills and experiences from different backgrounds to provide technical expertise and insight. The Board Member, the Alternate, or any other member of the constituency can serve on any of the committees.



The Coordinating Group⁶ will ensure coordination and collaboration between the Board and its committees regarding the Board's mandate around governance, risk and administration functions, and make appropriate recommendations regarding their membership, annual work plans and mandates as priorities arise.

In addition to having a voting seat on the Board of the Global Fund, the Communities Delegation may at any time be also represented in any of the standing committees including in the roles of chair and vice-chair of committees.

⁴ [Bylaws of the Global Fund](#), Nov 2017

⁵ [Board and Committee Operating Procedures](#), Nov 2019. Article 43.4

⁶ This group is comprised of the Chair and Vice-chair of the Board, as well as the Chair and Vice-chair of the three Committees.

Overview of the Communities Delegation to the Global Fund Board

History

Communities living with and impacted by the three diseases and civil society have been at the heart of everything the Global Fund does from the very beginning. Since then, communities and civil society have played an active role at every level of Global Fund operations, from policy development to implementation, and continue to advocate for a rights-based and gender equitable response to the three diseases. At the 6th Global Fund Board meeting in 2004, the Communities Delegation became a full voting member of the Board of the Global Fund, one of very few global institutions to include affected communities in its formal governance structure.

Identity

The Communities Delegation to the Board of the Global Fund consists of people living with HIV and affected by Tuberculosis and Malaria, including members of key and vulnerable populations across the three diseases. We have guiding principles, integrity and values that we do not compromise. We put people first. We are bold in our ambitions, with a unity of purpose. We are never intimidated and do not give up or give in. The Delegation is open, transparent and accountable.

The Communities Delegation has a unique role as part of the governance of the Global Fund as we leverage the lived experiences of HIV, Tuberculosis and Malaria and bring a human face to the realities of the three diseases. We are at the forefront of Global Fund advocacy and resource mobilisation. We are committed to ensuring human rights and gender equality in programmes, with particular attention to key and vulnerable populations. We engage with our communities and we influence decisions, with the ultimate aim of ensuring the best prevention, treatment, care and support services for the three diseases. The Communities Delegation provides a platform that allows us to bring our experience and expertise to the table, influencing Global Fund decisions about the money that shapes and saves our lives.

Principles

The Communities Delegation works by and promotes the guiding principles of:

- **Meaningful engagement:** Ensuring the meaningful engagement of people living with HIV and affected by Tuberculosis and Malaria, including key and vulnerable populations, in all Global Fund processes at all levels.
- **Non-discrimination:** Asserting the right of all people living with HIV and affected by Tuberculosis and Malaria, including key and vulnerable populations, for access to equitable and non-discriminatory access to high quality prevention, treatment, care and support.
- **Human rights and gender equality:** Demanding respect for the value of all human life and promoting and protecting the dignity, equity and equality of all people.
- **Centrality of communities:** Ensuring recognition and resourcing of the central role of community systems and responses within effective responses to HIV, Tuberculosis and Malaria.
- **Accountability:** Operating with transparency, credibility and accountability, in particular to people living with HIV and affected by Tuberculosis and Malaria.
- **Partnership:** Working in partnership and complementarity with relevant stakeholders, together ensuring a more united, comprehensive and effective response to the three diseases.

Goal, Vision and Mission

Goal

The goal of the Communities Delegation is to ensure that our participation to the Global Fund results in universal access to quality prevention, treatment, care and support for communities living with and affected by the three diseases based on the principles of equity and human rights.

Vision

For all people living with or affected by HIV, Tuberculosis and Malaria to be able to attain the highest possible quality of life.

Mission

To ensure the informed, meaningful and accountable representation of communities living with HIV and affected by Tuberculosis and Malaria on the Board of the Global Fund, in order to achieve a greater and sustained level of health for our communities.

Advocacy and Achievements

Since taking a voting seat, the Communities Delegation has fully participated in the decision-making processes of the Global Fund through its above-mentioned governance mechanism. The Communities Delegation has been instrumental in affecting change in several important areas together with other civil society Delegations to the Global Fund Board. Based on a Strategic Review commissioned by the Communities Delegation in 2016, the Delegation has played a unique and essential role in the governance and accountability of the Global Fund, providing a 'reality check' and bringing the voices of those living with and affected by the three diseases to the Board's deliberations, persistently championing issues relating to human rights, gender equality, meaningful engagement, Community Systems Strengthening (CSS), eligibility and allocation sustainability and transition, key and vulnerable populations, and funding for Regional Programmes and the Community, Rights and Gender (CRG) Special Initiative. The Delegation has further played a central role in ensuring the high profile of communities' issues within the core frameworks that guide the institution. Notable examples are the Global Fund's Strategies for 2012-16 and 2017-22 and (new) Funding Model, introduced in 2014.

The work of the Communities Delegation is guided by its Strategic Plan 2017-2022.

Structure and Composition of the Delegation

Delegation Membership

The Communities Delegation consists of up to 25 persons living with HIV or affected by Tuberculosis and Malaria (inclusive of the leadership and the constituency focal point). The Delegation will strive to achieve a minimum of 30% membership from Malaria and Tuberculosis communities. In addition to appropriate disease representation, the Delegation seeks to have a balance of geographical representation, gender identities, key and vulnerable populations and young people, with members who bring different types of real-life experience and technical expertise.

The primary role of Delegation Members is to provide support and advice to the leadership and to input into and influence Global Fund decisions. Members of the Communities Delegation are expected to work closely with the leadership, principally through email and conference calls. Delegation Members are individuals and are not expected to represent their affiliated organisations, however, they are expected to consult with their affiliated constituencies on key issues pertaining to the Global Fund. In turn, the Delegation (Board and Alternate Board Member mainly) uses those inputs to inform its advocacy on decisions, policies and investments

made by the Global Fund Board and its Committees. The Delegation conducts its work in partnership with other stakeholders involved in the Global Fund. Examples include other Delegations to the Board, global key population networks and civil society organisations.

To ensure more effective ways of working, the Communities Delegation identifies areas of expertise and interest of each Delegation Member and assigns members to one of the three Shadow Committee groups. Delegates do not represent their own organization⁷ (or country) on the Delegation, they act as representatives of the broader regional or issue specific constituency, bringing the connections and knowledge of their region or issue-specific concerns to inform decision taken by the delegation.

Principles for determining eligibility criteria for constituency membership are outlined in the ToRs for Delegation members (Annex III). The process for new members to join the constituency is launched on an annual basis but a call for application can also be sent out on a needs basis for specific communities to be represented.

Delegation members are expected to regularly reach out to their disease and/or issue specific networks to seek input on decisions and share outcomes of Committee and Board meetings.

Leadership

The Communities Delegation leadership comprises the Board Member (BM) and Alternate Board Member (ABM). The leadership is supported by the CFP and members of the AWG. The leadership formally represent the Delegation to the Global Fund Board and are required to perform the roles and responsibilities as outline in the Bylaws of the Global Fund. See Annex I for ToRs for BM and ABM.

Board Member

The Communities Delegation select a Board Member for a two-year term. The BM may serve for a maximum of two consecutive terms but can stay on as a member of the delegation after finishing their term. The BM is the main representative of the Delegation with responsibility to present and promote the interests of the Communities Delegation at Global Fund Board deliberations. The Board Member and Alternate are encouraged to determine distribution of work between themselves, upon their appointment.

Alternate Board Member

The Communities Delegation select an Alternate Board Member. The Alternate Member serving in the stead of a Board Member shall have the same rights, privileges and responsibilities as such Board Member. The ABM is elected for a two-year term and may serve in this capacity for a maximum of two consecutive terms. The ABM can stay on as a member of the delegation after finishing their term.

Constituency Focal Point

The Communities Delegation appoints a Constituency Focal Point (CFP) to ensure effective information flow to and strong engagement by constituencies on all matters related to the Global Fund. The CFP is the only paid position on the Communities Delegation, recruited on a contractual basis, through an international competitive call for expressions of interest. The CFP supports the BM and ABM in carrying out their functions and mandates, supports the work and functioning of the Communities Delegation, coordinates the communication and information flow within the Communities Delegation, with the Global Fund secretariat and other external partners, assists in mobilising resources for the Communities Delegation and supports the recruitment processes for Communities Delegation Alternate/Board Members and Members.

⁷ Members may come from unregistered but organized formal and informal civil society organizations or other networks.

Shadow Committees

In order to divide the work among Communities Delegation members, to encourage meaningful engagement and to adequately bring forward the views of communities to the Global Fund Standing Committees, the Delegation has decided to set up internal Shadowing Committees, shadowing the Audit and Finance, Strategy and Ethics and Governance Committees respectively. The lead of the Shadow Committees shall be undertaken by current Advisory Working Group (AWG) members.

Advisory Working Group

The AWG consists of up to five members selected among the Communities Delegation members. The ToRs of the AWG include an advisory function, providing recommendations for decision making. AWG members act as a shadow lead of one of the Global Fund Standing Committees.

AWG members also have a mentoring role, each of them mentoring 1-2 new members of the Delegation, within their shadow committee. The TORs for the Shadow Committee leads/AWG members are to be found in Annex II.

Participation in External Advisory and Working Groups

The Communities Delegation, as part of the Implementers group, actively contributes to decision making of the Implementers Working Group. The Delegation leadership is sometimes asked to nominate one of its members to participate in issue-specific working groups external to the delegation during and between Board meetings as well as advisory groups such as the Community Rights and Gender (CRG) Advisory Group formed by the Global Fund Secretariat to provide support and guidance on implementing programs and policies in support of human rights, gender and/or key and vulnerable populations.

The Delegation is also invited to send a representative to key events hosted by the Regional Communications and Coordination Platforms and Civil Society Networks. Time permitting, a call for interest to participate will be issued and selection be based on expertise required, regional considerations and engagement in the Communities Delegation. Delegates assigned to participate in any of the meetings are required to consult and seek input from the Delegation in advance of attending the meeting and report back in a timely way to the Delegation on the outcome of the meeting.

Financial Support

The CFP is the only remunerated position within the Communities Delegation, all other members, including the Board Member, Alternate Board Member, Members of the Administrative Working Group, and Members of the Communities Delegation serve on a voluntary basis, with the permission and support of their host organizations. While it is strongly encouraged that the members have adequate financial and human resources to carry out emailing, internet access, occasional phone calls, and printing, limited financial support can be provided for communications. When required to attend meetings for, or on behalf of the Communities Delegation, travel and associated costs will be covered in line with the Communities Delegation Travel and Per Diem Policy (page 22).

Governance Framework

In addition to performing roles and responsibilities as required by the Global Fund Bylaws and Operating procedures⁸, the Communities Delegation is governed by the Governance Framework outlined in this Handbook, including the following Terms of References (ToRs), Performance reviews and policies:

⁸ [Board and Committee Operating Procedures](#), Nov 2019.

- ToRs and Performance Assessment (Communities Delegates, Board Member & Alternate Board Member, Constituency Focal Point, Advisory Working Group Members)
- Conflict of Interest Policy
- Travel Policy.

The Work of the Delegation

The role of the Communities Delegation is to represent the interests of people living with and affected by HIV, TB and Malaria and to ensure their voices and issues influence the deliberations and decision on investments and programs of the Global Fund to achieve greater and sustained impact for communities. This is done mainly through Committee and Board meetings.

More information on the work of the Communities Delegation is available on the [website](#).

Preparing for Committee Meetings

Board meetings take place twice a year⁹. Committees will meet in accordance with the annual work plan established by the Committee Chair and Vice-Chair, in consultation with the Coordinating Group and Secretariat, and depending on the Committee's program of work. Committee meetings will be held in Geneva, Switzerland. Each constituency should at any one time be represented in at least one committee and in a maximum of two. In addition, as defined in the BCOP, each constituency may send one observer to committee meetings. Observers can attend either in-person or virtually and cannot vote or speak during the proceedings. Observers do not attend executive (closed) sessions of the committee.

The Committees develop and debate policy recommendations and strategic decisions to be approved by the Board. Real influencing of positions and contributing to discussions and inputs thus take place in the lead up and during Committee Meetings and the latitude to change recommendations sent by a committee to the Board for approval is limited. It is therefore crucial for Community Delegation members to be particularly active in providing input to the Delegation's position in committee discussions through the leadership and the Delegation's representative(s) on the standing committees.

The Committee meetings generally take place about six weeks prior to the Board meetings. A few weeks prior to the Committee meetings, Committee documents are issued. The various papers are divided for review and analysis within the Communities Delegation in line with Shadow Committees, each headed by an AWG member including approximately 5-6 members respectively, i.e. documents concerning the Finance and Audit Committee for example are shared with the Finance and Audit Shadow Committee of the Communities Delegation etc. Various members within the Shadow Committees are asked to take the lead on a subject/issue depending on expertise and interest. The Shadow Committee will identify key concerns that are important for discussion for the Communities Delegation.

Each delegation member will thus have dedicated documents/key issues for review and analysis on which they will engage communities' network on and feedback to the Delegation on key concerns and issues. Communities Delegation members are of course welcome to look into, consult and comment on documents and issues from other Shadow Committees as well in line with interest, expertise and time available. Issues and comments identified will then be shared at the Committee level, either through written form, or through the Delegation Member representing the Delegation on the Committee.

Note the importance of preparing and contributing towards Committee discussions and documents, as most of the work and decisions to be recommended to the Board happens at the Committee level and not the Board level.

⁹ The Board, in line with the Bylaws, is required to have a minimum of two meetings per year, one of which will be held in Geneva, Switzerland.

Constituency Engagement in Board and Committee Meetings



Preparing for Board Meetings

A few weeks prior to the Board meeting, Board Agenda and documents are issued. The various papers are again divided within the Communities Delegation in line with Shadow Committees as described above. Delegation members will again have dedicated documents/issues on which they will engage their communities' network in addition to any particular document or issue in line with interest, expertise and time available. All members are invited to submit comments and questions through email, through discussions, preparatory meetings and during retreats. Leadership, based on all feedback, drafts a position paper, shared with all for comments before submitting.

The Delegation also works closely with global networks of key populations and affected disease communities, the other two civil society Delegations on the Board of the Global Fund, as well as the Community, Rights and Gender (CRG) regional communications and coordination platforms¹⁰. In addition, members of the Communities Delegation are also on the CRG Advisory Group of the Global Fund Secretariat¹¹.

Members of the Delegation need to consult their own communities, to understand and share respective priorities and needs in respect of the Global Fund. However, to respect Global Fund documents policy on confidentiality, pre- Board and committee material should not be shared beyond the constituency. Any photos, footage or recordings of Board meeting sessions are to be considered confidential.

¹⁰ The third component of the CRG Strategic Initiative (SI) strengthens the overall coordination of community systems and enhances information sharing for meaningful engagement in Global Fund-related processes. Six civil society organizations host regional communication and coordination platforms in Asia-Pacific, Anglophone Africa, Eastern Europe and Central Asia (EECA), Francophone Africa, Latin America and the Caribbean (LAC), and Middle East and North Africa (MENA). For latest update, June 2020, refer to https://www.theglobalfund.org/media/9948/crg_2020-06_strategicinitiative_update_en.pdf?u=637303137990000000

¹¹ The CRG Advisory Group was formed to provide advice to the Global Fund Secretariat on issues related to key populations, community systems strengthening, gender, and human rights. The group provides input on the Global Fund's strategies, policies and processes that link to CRG.

Attending Board Meetings

As outlined in the BCOP, each constituency may send up to 10 people to a Board Meeting. That is, 7 Delegation Members, in addition to the core team of Board Member, Alternate, and Constituency Focal Point. Prior to each Board Meeting, the CFP sends out a call for Community Delegation members to apply to attend the Board Meeting. A Delegation of up to ten people attends the Board Meeting; this is inclusive of the leadership and the CFP. The AWG with the support of CFP recommends the attendees, based on performance and participation, seeking geographic, disease and gender balance, whenever possible and leadership takes the final decision. A teleconference is held with the Delegation Members attending the Board Meeting, as well as with the whole Delegation. The Delegation Members attending the Board convene at least two to three days before the meeting starts to prepare and finalise speaking notes for the BM and ABM. In line with the Communities Delegation Travel Policy (page 22), travel itineraries, accommodation and meeting rooms are arranged.

Between Board Meetings

- Inform their respective constituencies (regional or issue specific networks) that they work with about the outcome of the Committee and Board meetings. This may require that the delegate translate Board decisions and explain their relevance to their constituencies.
- Post country specific information about the impact of Global Fund decisions to the Delegation's website and social media platforms
- Attend the annual retreat if selected, and monthly Delegation conference calls
- Share information about Global Fund policies and the work of the Delegation to the disease or issue specific constituency as opportunities arise
- Review relevant documents and provide input to AWG/Leadership on issues being discussed by standing and ad hoc committees
- Act as a watchdog on Global Fund policies and practices at the country and regional level and provide reports on any concerns to the AWG/Leadership
- Meet and raise any relevant concerns with the Global Fund country teams and Fund Portfolio Managers (FPM) when they are in country.

Annual Retreat

The Communities Delegation holds an annual retreat ideally face to face (or online), subject to availability of funding, every year. The retreat is generally held over three days to allow for sufficient time for discussions and strategizing on key issues and to review past year's performance and develop new strategic priorities and the annual work plans (individual plans and overall Communities Delegation plan). This is also the opportunity to assign and confirm delegates' responsibilities/areas of work that should also be reflected in delegate's individual workplans (please see section on performance assessment).

Due to limited funds and/or availability of Delegation Members, not all Delegation Members are present at the annual retreat. A call for applications is sent to Communities Delegation members prior to each annual retreat, and the selection of the Members to attend the retreat is finalized by the AWG in consultation with leadership and CFP. Locations for the Communities Delegation retreat are decided by the Communities Delegation Leadership with considerations on funding availability, geographic rotation, and partnerships on the ground to support the Communities Delegation in hosting the retreat. Delegation Members also use the opportunity to meet in various Global Fund related meetings held at national, regional and/or global levels.

Monthly Meetings

Online meetings are held on a bi-monthly basis with all members to update on work and progress, to gather feedback and any questions from delegates and to ensure distribution of work to support Committee and Board decision making. Shadow Committee leads (AWG) meet on-line at least every month or as required. In

addition, webinars /conference calls may be held based on requests by Delegation Members on key issues/ topics of interest.

Other Engagements

In addition to engaging in committee and Board meeting preparation and potential participation, Delegation Members are required to engage in the following decision-making between meetings:

- The delegation is expected to vote on important issues between Board meetings. Electronic votes are required concerning funding decision recommended by the Global fund Secretariat and the Technical Review Panel (TRP)¹². These decision points mostly pertain to the approval of grants that are either: 1) a new grant, 2) a phase two grant approval or 3) a 'No Go' 4) any other confidential information or document (i.e. a decision not to continue funding a grant or OIG report etc.). The discussions and information on any of these decisions are particularly sensitive and related documents are not to be shared outside of the Delegation.
- Decision-making on issues related to current Global Fund funded programs
- Key advocacy issues related to Global Fund funded programs
- Agenda items related to Committee Meetings and Board Meetings.

The CFP shares all grant related requests for decision by email and delegates are required to share any concern or issue before the CFP submits the vote on behalf of the Communities Delegation with the advice of Leadership. Votes are often due on short notice. The vote will be approved on a non-objection basis (i.e. unless a member responds to oppose the decision).

Communication

Regular Communication

Leadership and Shadow Committee leads, through the CFP, will regularly reach out to delegates through an e-contact group to request their input on issues under deliberation by the Board and committees. In order to ensure that feedback is grounded in in-country experience, delegates are expected to reach out to their community, network or region to solicit their input. A request for input will often include suggested options the Delegation can take on the issue. A deadline by which time the delegate is required to response is normally provided. Requests for input will be more frequent prior to Board or committee meetings. If a delegate is not comfortable in providing input on a particular topic they can indicate that they decline to respond – this is preferred to not replying at all.

Internal Information Sharing and Communication

As mentioned above, the CFP maintains contact between the Delegation and the Global Fund Secretariat, engaging Members in discussion and collating feedback to the Global Fund Committees and Board. The CFP coordinates the work of the Delegation through electronic communication, through the annual retreat and around the Global Fund Board meetings, and through regular teleconferences and consultations in the lead up to Committee and Board Meetings.

¹² Each request for funding submitted to the Global Fund is evaluated for technical merit and strategic focus by an independent group of experts, the Technical Review Panel.

All documents, including Board and Committee meeting documents are added to a joint Dropbox folder, accessible to all delegation members upon invitation from the CFP. The information is **confidential**, and in line with the confidentiality agreement documents should not be replicated or shared in their entirety when members are gathering feedback from networks. This is especially important for information/documentation shared prior to Committee Meetings, Board Meetings, Decision Points, and reports from the Office of the Inspector General (OIG).

Communications and decision-making processes are mainly conducted via email and through the Communities Delegation Listserv on Google Groups. The CFP has also created various WhatsApp groups to facilitate information sharing and discussion between Delegation members and ultimately to encourage input to the positioning of the Delegation. Members are expected to respond to communications within the requested time frame and to participate meaningfully in Communities Delegation discussions, especially related to Committee and Board Meetings of the Global Fund.

The application Doodle (www.doodle.com - available on website as well as on android and apple device) is used to gauge the availability of Delegation Members when scheduling conference calls. Depending on the nature of the conference call and considering the time zones of various Delegation Members, priorities will be made to ensure relevant Members are able to attend the conference calls. Conference calls are held primarily on a conference call application – Zoom. The application can be downloaded at <https://zoom.us> on your desktop, as well as downloadable on your cell phone or tablet. It is not obligatory to download the application to be able to participate in the conference calls. Do note that an effective Internet access is required (refer to ToRs of Delegation Members). **Dialling in on Delegation conference calls is the responsibility of the individual member. Members will not be dialled into conference calls.**

Delegation member details and contacts will be posted on the Communities Delegation website: <https://communitiesdelegation.org/about> so that colleagues in the region/country may feel free to contact you regarding Global Fund issues. This is in a bid to increase the transparency and accountability to communities on the representation of community members on the Board of the Global Fund.

External Information Sharing and Communication

All communication by the Global Fund Secretariat is channelled to members through the CFP who shares information and solicits comments and feedback. The Global Fund Secretariat is available to provide clarification on policies and procedures and can be invited to participate in the Delegation retreat. Communities Delegation members can communicate with the Global Fund secretariat via the CFP for any question or discussion about a particular document or topic. Much of the work of the Delegation is informed by discussions with other delegations. In preparation for committee meetings, implementing group delegations and/or civil society delegations often hold conference calls to strategize. Individual exchanges between Communities Delegation members and other delegations on the Board or staff at the Secretariat are valuable sources of information. Delegates should therefore report on the content of any discussion with the Secretariat and other delegations to ensure the full Delegation is kept abreast. Updates can be done by short emails addressed to the CFP. If relevant, the update can be also provided during the bi-monthly Delegation conference calls.

Speaking on Behalf of the Delegation

The Board Member and Alternate Board Member are the authorized spokespersons and voting agents and they are allowed to make interventions during Board meetings. Other delegates may be allowed to address the Board in special circumstances. The CFP will need to advise the Board Chair of their intention to delegate authority for another member to address the board on specific topics in place of the BM or ABM.

Decision Making

In line with Global Fund guiding principles, the Communities Delegation aim to reach decisions or positions by consensus. If consensus cannot be reached, the Communities Delegation will use a voting system to reach a clear decision. Decisions relating to the Delegation's positions on Committees and Board documents, as well as decisions relating to changes to the Communities Delegations Governance Framework should be approved by affirmative vote, while approvals of Global Fund grants are taken on a no-objection vote. All members have the right to cast a vote. The threshold for a decision to pass is simple majority for all decisions¹³.

Membership Application and Selection Processes

Selection of all Members is done in an open, consultative, competency based and transparent manner. Members are chosen based on their track-record in working directly or indirectly with Global Fund programs and/or with one of the three diseases or on cross-cutting issues such as human rights, gender, youth and key and vulnerable population. Selection processes are upheld by principles of diversity and inclusiveness, enabling balanced representation and gender balance. This section defines the internal processes for nomination and selection of the Board Member, Alternate Member, Constituency Focal Point, AWG member/Shadow Committee lead and Delegation members. ToRs for all roles are including clearly defined eligibility criteria are annexed to this document.

All applicants are required to provide the following:

- CV and expression of interest, indicating that the nominee is working with an NGO, CBO, FBO, or other civil society organization involved in HIV & AIDS, Tuberculosis and/or Malaria, human rights, gender or key and vulnerable population programming
- Letter from the nominee's employer confirming that they will be allowed to spend up to 20% (Delegation Members) up to 40% (A/BM) of their work time on Delegation related activities
- Two letters of support from NGOs, CBOs or networks in their region attesting to their past experience and its relevance to the work of the Delegation. At least one of the letters of support must be from an organization which can attest to the candidate's connection with regional, disease or issue specific concerns.

Delegation Members

Delegation membership is reviewed on a regular basis and calls for new members are launched as required. Prior to posting the call for new members, the CFP will conduct a mapping of the current delegation to determine whether there are any gaps in representation in terms of region, disease, or other cross-cutting issues such as human rights, gender, youth and key and vulnerable populations. The call for applications, highlighting any identified gap, is sent out by CFP to major listservs and networks and shared on the Delegation website and social media. Members of the AWG, CFP and leadership review the applications, conducts interviews with shortlisted candidates and makes a recommendation on new delegates. AWG will take the final decision.

¹³ A majority in which the highest number of votes cast for any one candidate, issue, or item exceeds the second-highest number, while not constituting an absolute majority.

Board and Alternate Board Members

In addition to fulfilling the requirements of the Board Member or Alternate role, candidates should also be fully able to role model the Code of Conduct for Governance Officials¹⁴. Prior to the end of the term of the Board and/or ABM, the CFP sends a call to the Delegation for applications for the position(s). Any current member of the Delegation (who has attended at least one Board meeting) is eligible to be considered for the role of A/BM. An Interview/Selection Panel including the Outgoing Board Member or Alternate Board Member, CFP, and two Members of the AWG is set up, and applicants are shortlisted for an interview. The Interview/Selection Panel makes the final recommendation, with applications treated in confidence and submits to the entire Delegation for information.

- **Each constituency determines its own process for selecting Board representation**
- **Board members serve as representatives of all members of their constituencies**
- **The selection process should involve broad consultation with the constituency**
- **Due diligence review.**

Advisory Working Group/Shadow Committee Leads

Up to five AWG/Shadow Committee leads are selected among the members of the Communities Delegation based on active participation and knowledge of the Global Fund and the delegation. Any current member of the delegation (who has served for a minimum of two

years and have attended at least one Board meeting and one CD retreat in the last two years) is eligible to be considered for the role Shadow lead/AWG member. Leads are selected for Delegation membership for a period of three years, renewable once. A call for new leads is launched within the Delegation as required, highlighting any identified gap in representation or focus area. Members of the AWG, CFP and leadership review the applications, conducts interviews with shortlisted candidates and makes a recommendation on new delegates. AWG will take the final decision.

Constituency Focal Point

The Constituency Focal Point (CFP) is selected through an international recruitment process involving a call for expressions of interest, interviews of short-listed candidates and reference checks. When assessing the expressions of interest and making a decision, leadership will seek input from AWG and the wider delegation. The CFP will be awarded an initial 12-month contract subject to a three-month probationary period. The leadership will renew the contract on an annual basis subject to successful performance and availability of funds. The contract with the CFP is negotiated between the leadership and the independent consultant and the host organization or employer of the CFP. Payment to the CFP is facilitated by the fiscal host.

Orientation and Induction of New Members

The orientation process will include a series of webinars and sharing of key documents. The webinars will be led by Delegation Leadership and Shadow Committee leads supported by the CFP. The orientation sessions will include the functioning of the Communities Delegation and the GF Board, including processes and procedures handbook, priority interests of the delegation, the functioning of the GF and its strategy.

A one-day orientation for incoming Delegation Members is held prior to each Communities Delegation Annual Retreat. This one-day orientation is open to all incoming Delegation Members and serves to provide incoming Delegation Members with more thorough understanding of the governance structures and operations of the Global Fund Board, as well as the Communities Delegations internal procedures alongside its role and functions on the Board.

¹⁴ [Code of Conduct for Governance Officials, Global Fund](#), June 2020

Performance Assessment

Regular performance assessment of BM, ABM, CFP and all members of the Communities delegation ensures accountability and provides a transparent process for proactively identifying or addressing areas of weakness or underperformance.

The performance of each delegate (including AWG members and leadership) and CFP will be assessed on an annual basis. The performance review will be undertaken by an external person (consultant) in coordination with leadership and CFP. The process will start with each delegate completing and submitting a self-assessment by end December based on an online performance appraisal tool shared by the consultant. The tool will ask them to rate their performance against their respective ToRs/KPIs and individual action items and thematic support areas agreed upon at the beginning of each calendar year. They will also be asked to identify any self-improvement goals or support required.

The consultant sends the same questionnaire to the designated Delegation reviewers and a more general questionnaire to reviewers outside of the Delegation (as per below table). The consultant then compares the self-assessment with the assessments of all feedback givers, consolidates and proposes an overall assessment and rating. The results will be shared with individual delegation members who will have the right to comment and question.

In addition, based on all performance reviews, the consultant will prepare a report summarizing the overall performance of the Delegation including recommendations that will be shared with the full Delegation. Leadership and CFP will endeavour to address any support needs identified as part of the subsequent year's work plan. A sample of the performance assessment tool is provided in Annex VI.

Reviewed Member	Feedback givers	Comments
Board and Alternate	Counterpart, CFP, all Community Delegation Members, GF secretariat staff members, other A/BM	A/BM provides names of GF secretariat Staff (3), other A/MB (3). CFP selects whom to contact.
AWG/Shadow Committee Leads	CFP + Leadership	
CFP	Leadership, BM from civil society constituency, GF secretariat, all Community Delegation Members	Liaise with Supervisor GNP
Members	CFP + Leadership + Shadow Committee Leader	

The external evaluator will undertake the following duties:

- Prepare evaluation online tools
- Share, gather and analyse the data (actual performance versus KPIs)
- Produce a feedback sheet for each assessed person, including key recommendations
- Produce a summary document including recommendations for leadership, CFP and delegation as a whole.

The consultant will maintain strict confidentiality around all data received and produced (with the exception of the summary document to be shared within the delegation).

Performance Assessment of Board Member, Alternate and CFP

In view of the performance appraisal of the Board Member, Alternate Board Member and CFP¹⁵, all Members will fill in an online appraisal based on ToRs/KPIs and individual action items and thematic support areas agreed upon at the beginning of each calendar year. In addition, the A/BM and CFP will provide contacts of persons they have worked closely with over the year under review: Three (3) GF secretariat Staff, three (3) A/BM or CFP from other constituencies. The consultant selects two persons respectively among the contacts provided to be contacted for appraisal. The consultant, based on the online feedback received, will rate the BM and ABM following the procedure indicated above. The consultant will be responsible for instigating and coordinating the assessment process to ensure impartiality. The BM, ABM, and CFP will have the opportunity to review and provide comments on the assessment before a summarized version (with no individual ratings) it is shared with the full Delegation. The consultant will share both a summary of the assessments and any comments by assessed members with the full Delegation usually during the annual retreat.

Performance Assessment of Delegation Members

In view of the performance appraisal of Delegation Members, A/MB and CFP fill in an online appraisal based on ToRs/KPIs and individual action items and thematic support areas agreed upon at the beginning of each calendar year. The consultant, based on the online feedback received, will rate the Delegation Members following the procedure indicated above. The consultant will be responsible for instigating and coordinating the assessment process to ensure impartiality. The Delegation Members will have the opportunity to review and provide comments on the assessment before a summarized version it is shared with the full Delegation. The consultant will share both a summary of the assessments and any comments by assessed members with the full Delegation usually during the annual retreat.

Managing Underperformance

In cases where underperformance is noted through the annual assessment, the Leadership will be responsible for addressing the underperformance concern in an open and transparent way as follows:

- The Leadership will communicate in writing the underperformance issues to the delegate and designate one of its Shadow Committee leads/AWG members to speak to the delegate about the underperformance issues identified. In case the rating concerns an AWG Member, the Leadership will communicate in writing and speak to the AWP Member.
- The delegate will be invited to respond to concerns that have been raised in the performance report, either the conversation with the leadership or AWG member verbally or in writing
 - Together the delegate and the Leadership or AWG Member will develop a performance improvement plan with specific goals to be met within a fixed time period; the performance improvement plan will include commitments by the delegate and follow up actions to be taken by the Leadership to address support needs identified by the delegate.
 - The performance improvement plan will be reviewed and endorsed by the leadership
 - A follow up discussion by the Leadership or AWG Member will be scheduled no later than six months after the initial intervention and the results will be reported to the Leadership
 - If the goals specified in the performance assessment plan have been met the leadership will acknowledge this in writing to the delegate
 - In the case of continued non-performance, the Leadership will proactively ask the individual to step down from the Delegation; any request to have a member step down from the Delegation will be discussed with the AWG and the full Delegation will be informed.

¹⁵ The CFP might also be subject to a performance review by the host organization.

If a delegate is unable to perform their duties for personal or professional reasons, they are expected to communicate this fact to the CFP and Leadership. They may request a leave of absence from the Delegation for a period of up to six months or they may wish to step down immediately from the Delegation. If the performance appraisal finds that underperformance is an issue for a Leadership Member, the consultant responsible for coordinating the performance appraisal of the Leadership will be asked to present their findings to the full Delegation and develop and manage an improvement plan as noted above. A Board Member or Alternate Board Member may be asked to step down as a result of the outcomes of the review of their term.

Conflict of Interest

The Global Fund Policy on Conflict of Interest updated in June 2020¹⁶, provides guidance and requirements in identifying and managing actual, potential, or perceived conflicts of interest. This Policy applies to Governance Officials, the Secretariat and Office of the Inspector General (“OIG”), Implementers and Counterparties. Board Member, Alternate, Constituency Focal Point, Committee representatives and delegates at Board meetings, as governance officials, are required to submit a Declaration of Interest (DOI) in advance of the Board meeting, and to comply with the Code of Conduct for Governance Officials.

Building on the GF policy, the Communities Delegation has defined an internal approach to managing actual or potential conflict of interest to ensure impartiality and transparency. The Constituency concludes that Delegation Members will declare the Conflict of Interest (CoI) when communicating either internally within the Delegation, or externally with other delegations within the Global Fund Board, or other stakeholders when they have direct personal benefit, financial or otherwise. A declared CoI might require that a Delegation Member recuse themselves from certain discussions. While the possibilities are not exhaustive, conflict of interest may exist where the following prevails:

- A member of the Delegation uses their position for personal direct or indirect gain (whether financial, reputational, or otherwise), or that of an institution to which they are affiliate
- A member of the Delegation’s personal or financial interests or those of an affiliated institution affects the ability of the individual to dispense their duties and responsibilities in an appropriate manner.

The CFP shares the Delegation specific Conflict of Interest policy requirements outlined below to all new members and to all members on a yearly basis.

- Any member for whom an actual or potential conflict of interest exists is required to disclose such interest in a timely manner through a declaration of interest presented in writing to the Leadership
- The member/members in question may be required to recuse themselves from any and all deliberations related to the issue in question, when in doubt the Communities Delegation shall consult with the Ethics Office of the Global Fund for guidance
- A delegate is required to temporarily withdraw from communicating and participating with the Delegation if they or the organization they work for is being investigated by the Global Fund or the OIG.

For example, if a delegate serves as a PR, SR or SSR, they may not be involved in the Delegation’s deliberations on a funding decision related to their grant. They should also recuse themselves from discussions regarding other grants in their country in order to avoid any perceived conflicts of interest. If a delegate is any doubt about their compliance with Conflict of Interest policy, they should consult the Leadership. Leadership, if in doubt, shall seek guidance from the Global Fund Ethics Officer. If conflict of interest pertains to members of the leadership, the Delegation Member can also raise the issue with the Shadow Committee leaders or raise the issue in the annual performance appraisal of leadership. All delegates, for any conflict of interest or other misconduct can avail themselves of the Global Fund Whistle-blowing Policy and Procedures¹⁷.

¹⁶ [Policy on Conflict of Interest, Global Fund](#), June 2020

¹⁷ [Whistle-blowing Policy and Procedures for the Global Fund to Fight AIDS, Tuberculosis and Malaria](#), April 2019

Dispute Resolution

Effective resolution of internal disputes, should they arise, is key to upholding trust. The Operating Procedures advise that disputes relating to Board seats should be resolved within the constituency if possible, or escalated to the Ethics and Governance Committee, and Board if necessary. Disputes or misunderstandings may also arise in relation to other matters. As such, the Delegation promotes a clear and transparent process for resolving possible disputes. The aim is for the conflict resolution to be balanced, fair, transparent, and expeditious. This implies:

- The right to be heard and treated equally by Leadership who will do its best to settle disputes and grievances in a professional and timely manner
- The possibility of involving a third neutral party, called by the parties to assist them in resolving the dispute and the need for the third party to be independent and act in an impartial manner
- Confidentiality is maintained
- Consulting other members of Delegation if requested to do so by either of the parties
- Where the grievance concerns a member of the Leadership, the grievance hearing may be handled by a nominated person or working group agreed to by all parties
- In the event of possible termination of service of a delegate resulting from a breach of conduct or breach of duty, the decision should be taken by consensus of AWG and inform the entire delegation ensuring that reputational risks are mitigated, and confidentiality respected
- The person who is the subject of the grievance may ask to have the grievance heard in whole or in part by the full Delegation.
- The resolution of a dispute should ideally be recorded in writing.

Delegation Funding

Limited Constituency Funding¹⁸ is provided by the Global Fund to constituencies of the Implementer Voting Group. Efforts to raise additional funds is undertaken to support additional attendance of Delegation Members at Global Fund Board Meetings, the Communities Delegation Retreat, and relevant workshops, trainings and meetings to support the work of the Communities Delegation on the Board of the Global Fund.

The responsibility of resource mobilisation of the Delegation lies with the Board Member, Alternate Board Member and the Constituency Focal Point. However, Delegation Members are strongly encouraged to establish links/contacts with potential donors and refer the leadership to them.

Travel and Per Diem Policy

This documentation serves to provide information on the Travel Policy of the Communities living with HIV and affected by Tuberculosis and Malaria Delegation. Unless pre-arranged, all travel related costs, including visas, must be submitted for authorization to the Constituency Focal Point (CFP) for approval prior to incurring the costs.

¹⁸ [Constituency Funding Policy, Global Fund](#), December 2016

Transportation

Make sure to have any cost related to travel authorized by CFP prior to purchase

Air Transportation

The CFP is the intermediary person between the travelling Delegation Member and the assigned travel agent that will book the most direct (return) economy class route from city of origin to the city of destination for the participant. The participant will be informed of the travel itinerary and the price of the ticket. Once it has been confirmed and issued, any changes will be at the expense of the participant.

Should a deviation be requested that involves arrival/departure at different cities different from the city of origin, and/or extensions to the itinerary that includes a layover not relevant to Communities Delegation activities, the participants may be requested to pay for the difference of the itinerary. Should a traveller wish to amend/cancel an itinerary already issued after confirmation, the traveller may be requested to be responsible for the costs of the amendment/cancellation, on a case-by-case basis. Should a participant be required to book their own ticket, it should be on the most direct (return) economy class route from city of origin to the city of destination available. The itinerary must be submitted to the CFP for approval before issuance and payment. Any changes after the ticket has been issued will be at the expense of the participant. The participant will be reimbursed the cost of the ticket upon submission of the official receipt. Should a participant wish to propose and purchase an alternative routing to the proposed itinerary, the cost of the flight must not exceed the proposed amount provided by the CFP. The itinerary must be submitted to the CFP for approval before issuance and payment.

Ground Transportation

It is expected that travellers make use of free airport transfers when available. When not available, airport transfers will be reimbursed upon submission of the official receipt(s).

Transit

If travellers are in transit for over nine hours during travel, the Communities Delegation will meet the costs of accommodation (overnight transit) or access to the airline lounge (day transit). Should accommodation be necessary during travel, a Daily Subsistence Allowance (DSA) per night will be provided. These costs will have to be approved by the CFP before the issuance/purchase of the itinerary

Visas

Please note that the traveller is responsible for securing their own visa, with support from the Communities Delegation on the necessary documentation. Should the visa costs be borne by the Communities Delegation, the cost of the visa will be reimbursed upon submission of the official receipt. Should a participant have to travel to another city/country to obtain a visa, the costs on the most direct economic route will be reimbursed. When necessary, Per Diem will be provided to cover accommodation and incidental costs. All visa-related costs need to be authorised by the CFP prior to incurrence.

Per Diem

Also called Daily Subsistence Allowance (DSA) is a travel allowance, otherwise known as per diem, is allocated to delegation members when travelling on behalf of the Communities Delegation. Travelers will receive a daily allowance, the amount depending on the country they visit, which is meant to cover accommodation, public transportation costs, meals and other miscellaneous expenditures. The daily amount follows the UN Per Diem scale, available [here](#).

All per diems are calculated as follows:

- The per diem period will be calculated from the day you depart from your home country until the day you arrive back.
- On the days of actual travel 50% of the per diem will be paid out, except for when meetings take place on the same day (e.g. morning flight for all-day meetings).
- Per diem allowance will be decreased when breakfast, lunch and/or dinner have been provided for or are provided for:

- Deduction for breakfast 10%
- Deduction for lunch 10%
- Deduction for dinner 20%.

After calculation and approval, the Per Diem will be transferred into the traveller's account (or paid out in cash when this is unavoidable).

Travel and Other Expenses

The following travel expenses, when necessary to perform work and travel duties, are eligible for reimbursement:

- Taxi, when there is no other form of transportation available
- Telephone Charges
- Visas
- Vaccinations
- Bank Charges (ATM Cash withdrawal)

In the event that the original receipt is not available or has been lost, your expense will not be eligible for reimbursement.

Not eligible are:

- Local transport
- Personal room services (e.g. movie rentals, mini bar)
- Laundry service
- Personal miscellaneous items (magazines, hygiene items, tips, upgrades, fines)

Accommodation Costs

Participants can stay at the hotel where the meeting is taking place or book another hotel in the vicinity. The accommodation will be paid for by the participant with the Per Diem provided, unless agreed otherwise. Should accommodation be required for an overnight transit during travels and/or for the application of the visa, arrangements should be discussed between the CFP and the traveller prior to departure.

Travel and Health Insurance

Travel insurance will be supported by the Communities Delegation only when requested. The intent of the travel insurance is meant to provide a basic level of coverage due to delayed/lost baggage, cancelled/rerouted/delayed flights, and basic health coverage should the traveller fall sick during travels. It is not meant to support treatment of pre-existing conditions.

As much as possible, the Communities Delegation encourages that the individual (either through the workplace or personally) purchase annual travel insurance if the individual anticipates frequent travel. The traveller is responsible to arrange and confirm with the CFP on whether the travel insurance is purchased by the individual or by the Communities Delegation. Should the traveller request to purchase their own travel insurance for the trip, and be reimbursed on site, the traveller is required to submit written quotations of the insurance policy to the CFP for approval before incurring the cost. Due to the extensive travels that the Leadership (Board Member, Alternate board Member, and Constituency Focal Point) face to fulfil their work obligations, annual travel insurance will be paid for by the Delegation in instances where the individual does not have travel insurance.

Receipts, Documentation and Reimbursements

Travellers must submit a written request for those expenses not direct-billed or prepaid by the CFP of the Communities Delegation. For those that have paid for their own travel-related costs, authorisation must be obtained from the CFP before incurrence. Upon submission for reimbursement of air travel, a copy of the boarding pass, itinerary, and proof of payment must support the travel invoice. In the same context an itemised bill, with evidence of payment, must support all/any other related travel expenses. Reimbursements will be dealt on a case-by-case basis between the participant and CFP to determine if it is reimbursed on-site upon arrival or after travel.

Expenses that are not properly documented under these guidelines will not be reimbursed. All expenses that are submitted for reimbursements have to be official receipts, and all Delegation Members have to submit these receipts in order for reimbursements to take place. If needed, the CFP will make a copy of the original receipt to validate that the receipts were in fact original.

Travellers are expected to have all receipts onsite for reimbursements; scanned/emailed receipts will not be accepted after the meeting. The currency rate of exchange is based upon the online currency exchange rate at www.xe.com or www.oanda.com on the day of settlement and based on the exchange rate of the day when the cost is incurred. Any other issues related to travel and arrival will be outlined in the logistics note sent by the CFP to travellers ahead of the meeting.

Cancellation of Travel

Where possible, travellers have a duty to inform the CFP of instances where cancellations may result. This should be done ten days before travel to minimise costs incurred by the Communities Delegation. Depending on the situation, the traveller would be responsible for any loss or extra costs incurred for cancellations. In instances where cancellation is outside of the control of the traveller, this obligation is waived. This includes incidences where insufficient advance notice has been provided for visas to be received on time, as well as personal impacts outside of control (including severe illness, death of family member, etc).

Other Considerations

As needed, the Communities Delegation will work with the support of local organisations to ensure necessary services are offered to travellers upon request – this may be in the form of Opioid Substitution Therapy (OST) and/or clean syringes and needles. It is the responsibility of the traveller to inform the CFP at least two weeks prior to travel if specialised services are required and provide supporting medical documentation if needed.

When arranging for travel and accommodation, the Communities Delegation will take into account requests from travellers with disabilities. However, it is the responsibility of the traveller to liaise with the airline/airport and arrange for special requests with the airline/airport based on the level of assistance required (e.g.: mobility, visual, hearing, or developmental impairments). The traveller is also required to request for specific needs for accommodation at least two weeks prior to departure. As much as possible, the Communities Delegation will arrange for hotels to not request/require a deposit/guarantee upon check-in. However, when a deposit/guarantee is required for check in and the traveller does not hold a credit card, the traveller is requested to provide this information to the CFP at least two weeks prior to departure.

ANNEXE I. ToRs BOARD MEMBER AND ALTERNATE



Introduction

These Terms of Reference (ToRs) specify the roles and responsibilities, selection criteria, term of office, qualifications and commitments required to serve as a Board Member and Alternate Board Member of the Communities Living with HIV, and affected by Tuberculosis and Malaria Delegation (the Communities Delegation) to the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

Roles and Responsibilities¹⁹

- Provide leadership and strategic vision for the Communities Delegation
- Seek and ensure input from Communities Delegation Members on issues under discussion on an on-going basis
- Participate fully in Global Fund Board and relevant Committee Meetings as well as other meetings, discussions and intersessional work of the Global Fund Board
- Be available to commit 30-40% of full working time to the Global Fund, including four to six weeks to attend meetings
- Review all relevant documents, particularly Committee and Board documents and provide feedback from the Communities Delegation's perspective for decision-making processes
- Communicate Constituency views at Board meetings and report key issues back to the Constituency after Board meetings.
- Contribute to the development of positions, papers and speaking notes to reflect the views of the Communities Delegation
- Consult with Constituency and vote on all Board decisions, including electronic voting
- Represent the Communities Delegation, build strategic relationships and act as an advocate on behalf of the Global Fund with external stakeholders
- Maintain a focus on issues of interest and importance to the Constituency
- Initiate and engage in fundraising and resource mobilisation efforts for the Global Fund in general, and for the Communities Delegation
- Assist with ensuring effective communication and information flow between Board Member, Alternate and Focal Point and the wider Constituency, particularly prior to / post Board Meetings
- Act as the custodian of the Constituency functioning rules as established (or self-determined) by Constituencies including adherence to the Constituency's conflicts of interest policy on selection
- Participate in annual Constituency self-evaluation process.

¹⁹ In line with Constituency Management Guidelines and Operation Procedures

Selection Criteria

The Board Member and Alternate Board Member are individuals and do not represent organisational views. To be eligible for one of the positions, an individual must:

- Be a recognized leader with capacity and authority to represent the Communities Delegation
- Be an active existing Member of the Communities Delegation, have met the Key Performance Indicators (KPIs) for a Member and have participated in at least one Global Fund Board Member of the Communities Delegation
- Be a national of and have lived and/or worked²⁰ in/with an implementing country²¹
- Be working for and/or linked to a non-governmental or community-based organisation²²
- Have an active and strong working relationship with communities, organisations and networks in their country and/or region.
- Have a good understanding of Global Fund programmes, processes and policies – particularly in relation to issues affecting communities living with HIV and affected by Tuberculosis and Malaria
- Have capacity for working collaboratively with a range of stakeholders – including donors, governments, NGOs, the private sector and foundations – on the Global fund Board
- Have openness, willingness and ability to learn about and take on issues across different diseases areas, geographic regions and affected communities
- Be willing to commit 30-40% of their time for Global Fund-related activities and if employed by an organisation, have written confirmation of that availability
- Provide a letter of institutional endorsement from an employer or affiliated organisation
- Ability to work in written and spoken English (additional languages a great advantage).²³

At any moment in time, at least one of the two positions (the Board Member or Alternate Board Member) must be held by a person openly living with HIV. The Communities Delegation is committed to the principle of gender equity. As such, whenever possible, there should be gender balance between the Board Member and Alternate Board Member. While the Communities Delegation is committed to fulfilling the criteria outlined above, it maintains the option to work flexibly and to take appropriate measures within the context of extenuating circumstances with the exception of the requirement that at least one of the leadership positions be always held by a person openly living with HIV.

Term of Office

The term of office for Board Member and Alternate Board Member is two years for a maximum of two consecutive terms (with some flexibility to allow for handover and recruitment of new members) from the date that their appointment is announced. When a Board Member has completed their maximum term of service, they cannot reapply for the position of Board Member or Alternate Board Member for at least two years. The Alternate Board Member can apply for the position of Board Member if the position becomes available and the individual meets the selection criteria. However, there is not an automatic 'graduation' from one position to the other. The Board Member and Alternate Board Member are of equal importance, without a hierarchy. As the Leadership of the Communities Delegation, they are required to develop an effective and collaborative way of working together. This includes identifying priorities for their individual roles, informed by the needs of the Communities Delegation and the Global Fund.

²⁰ An applicant can be a national of a different implementing country to one(s) in which they have lived and worked.

²¹ In this document, the term implementing country refers to a country that has been or is currently eligible for funding from the Global Fund. This definition is specific to these ToRs.

²² An applicant should not be working on a permanent contractual or consultancy basis for a government, a United Nations Agency or the Global Fund.

²³ English is the working language of the Global Fund.

Key Performance Indicators (KPIs)

The **KPIs** for the Board Member and Alternate Board Member are:

- Participate in all Board Meetings, relevant Committee Meetings, pre-Board Meetings, and other Delegation meetings
- Facilitate input from the broader Delegation in key Global Fund processes and provide leadership in formulating Delegation positions
- Submit a report post-Committee and Board meetings
- Establish, develop, and strengthen relationships with at least three donors for ongoing resource mobilisation efforts for the Delegation
- Respond to 85% of requests from the CFP for input and/or decision between Global Fund Board Meetings, and
- Attend 80% of the Delegation Leadership conference calls.

Financial Support

The roles of Communities Board Member and Alternate Board Member are voluntary and hence, there is no remuneration. The Global Fund Secretariat will cover all costs related to travel to Global Fund Board and Committee Meetings. Limited financial support can be provided for communications. When required to attend meetings for, or on behalf of the Communities Delegation, travel and associated costs will be covered according to the Communities Delegation Travel Policy.

Termination of Appointment

The position of the Board Member or Alternate Board Member will be terminated if:

- The individual resigns
- The individual no longer has an employer who is supportive of the 30-40% time commitment required or they no longer have links to the organization(s) that secured their nomination and or/selection to the Board and fail to get a new commitment from current organization
- The individual can no longer meet the selection criteria or perform the roles and responsibilities for the position
- The individual does not achieve an adequate level of performance in their performance review
- The individual becomes a full-time employee of, or has a long-standing consultancy with any United Nations Agency or the Global Fund
- A conflict of interest is declared that makes it untenable for the individual to fulfil the duties
- There is clear evidence of misconduct and/or inappropriate behaviour by the individual.

Adopted by the Communities Delegation in December 2020

ANNEXE II. ToRs AWG/SHADOW COMMITTEE BOARD



Introduction

These Terms of Reference specify the roles and responsibilities, selection criteria, term of office, qualifications and commitments required to serve as a member on the Advocacy Working Group (AWG)/ Shadow Committee lead of the Communities Living with HIV, and affected by Tuberculosis and Malaria Delegation (Communities Delegation) of the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

Up to five members from the Communities Delegation (CD) will form the AWG charged with providing support and advice to the leadership.

Roles and Responsibilities

The primary responsibilities of the AWG Members are to provide support, advice, and technical assistance to the leadership of the CD including:

- Act as lead of one of the three Shadow Committees shadowing GF Committees
- Review board documents, support leadership and CFP in the distribution of tasks to Board members
- Provide advice to Leadership on internal issues and on CD positions
- Prepare and implement induction programs for newly elected members and ongoing coaching for CD members (min 1-2 members at a time)
- Review and update of key internal documents as part of the CD handbook, including the following:
 - ToRs of CD Members and CFP
 - Confidentiality Policy
 - Conflict of Interest Policy
 - Travel Policy
 - Performance evaluation processes.
- Development and monitoring of annual CD workplan
- Review and development of proposals and reports to donors for CD funding
- Recruitment of new Delegation Members
- Agenda development of annual Delegation Retreat
- Participation in conference calls on a regular basis to discuss the work of the CD and provide advice on any issues
- The leadership may identify additional areas of support specific to administrative issues from time to time as and when the need arises.

Selection Criteria

- Currently serving member of the CD
- Have served for a minimum of two years on the CD
- Have attended at least one Global Fund Board Meeting and one CD retreat in the last two years
- Demonstrated expertise and understanding of administrative and organisational processes, including but not limited to, proposal development, narrative and financial reporting, human resources, and/or programmatic monitoring and evaluation
- Ability to work in written and spoken English (additional languages a great advantage).²⁴

The Advisory Group seeks to have a balance of geographical representation, gender identities, and people living with HIV or affected by TB and Malaria, key populations and young people. The majority of members should be from implementing countries. Based on criteria for selection, the leadership will make the final decision on skills and expertise necessary to the operations of the AWG.

Term of Office

AWG Members serve a three-year term, renewable once based on performance. A call for expression of interest is sent out at least every three years to renew the membership of the AWG. In instances where a vacancy arises on the AWG, the leadership will make an assessment on the workload necessary of the AWG and make an ad hoc call as required.

Key Performance Indicators (KPIs)

- Provide advice and administrative support to Leadership
- Lead on one of the established shadow committees of the delegation: Audit and Finance Shadow Committee, Strategy Shadow Committee, the Ethics and Governance Committee or cross-cutting shadow committee
 - Divide key issues and Board meeting papers within the Shadow Committee, lead discussions and support consensus-based proposals
 - Communicate and consult with at least 3 global, regional and/or national contacts on key issues.²⁵
- Mentor and support 1-2 new members of the Delegation
- Quality and effective responses for requests for input and/or decision(s) required in between Committee(s) and Global Fund Board Meetings
- Participate in monthly calls of the Delegation.

Financial Support

Membership on the AWG is voluntary, for which no remuneration is received. While it is strongly encouraged that the members have adequate financial and human resources to carry out emailing, internet access, occasional phone calls, and printing, limited financial support can be provided for communications. When required to attend meetings for, or on behalf of the Communities Delegation, travel and associated costs will be covered according to the Communities Delegation Travel Policy.

²⁴ English is the working language of the Global Fund.

²⁵ Mobilizing global, regional and country support and gathering intelligence from own contacts.

Termination of Appointment

The appointment of the AWG Member will be terminated if:

- The individual resigns from the AWG and/or the Communities Delegation
- The individual can no longer meet the selection criteria or perform the roles and responsibilities for the position
- The individual does not achieve an adequate level of performance in their performance review
- The individual becomes a full-time employee of, or has a long-standing consultancy with any United Nations Agency or the Global Fund
- A conflict of interest is declared that makes it untenable for the individual to fulfil the duties
- There is clear evidence of misconduct and/or inappropriate behavior by the individual.

Adopted by the Communities Delegation in December 2020

ANNEX III. ToRs COMMUNITIES DELEGATION MEMBERS



Introduction

These Terms of Reference specify the roles and responsibilities, selection criteria, term of office, qualifications and commitments required to serve as a member on the Communities Living with HIV, and affected by Tuberculosis and Malaria Delegation (Communities Delegation) of the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

The mission of the Communities Delegation is to ensure the informed, meaningful and accountable representation of communities living with HIV and affected by Tuberculosis and Malaria on the Board of the Global Fund, in order to achieve a greater and sustained level of health for our communities. The Communities Delegation has up to 25 members (inclusive of the Leadership) and consists of people living with HIV, affected by Tuberculosis and Malaria. The Communities Delegation strives to achieve a minimum of 30% membership from Malaria and Tuberculosis communities and commits to achieving geographic and gender balance, and appropriate disease representation²⁶. The leadership comprises the Board Member (BM) and the Alternate Board Member (ABM) and formally represent the Delegation to the Global Fund Board. The Constituency Focal Point (CFP) coordinates the work of the Communities Delegation. In addition, Shadow Committees / Advisory Working Group (AWG) including up to five members selected from the Communities Delegation provide support, advice and technical assistance to the Leadership. It also supports and mentors other Delegation members.

Roles and Responsibilities

Members of the Communities Delegation are expected to work closely with the leadership and AWG, and will work primarily through email, webinars, and conference calls. Members of the Communities Delegation have the following responsibilities:

- Consult with communities, and communicate their priorities and needs linked to the Global Fund
- Meaningfully participate in all discussions of the Communities Delegation, especially related to Committee and Board Meetings of the Global Fund
- Commit to a minimum of 4-8 hours a week for Communities Delegation related duties
- Respond to communications within the time frame requested
- Maintain pre-Board and committee documents confidential in their entirety
- Uphold and support the mission, values and principles of the Communities Delegation
- Respect and implement the Communities Delegation agreed internal policies
- Declare a conflict of interest as necessary.

²⁶ Every effort will be made to include representation of Key Affected Populations, including but not limited to Sex Workers, People who Use Drugs, Men who has Sex with Men, and Transgender people providing they meet the criteria listed below.

Selection Criteria and Process

Membership of the Communities Delegation is on an individual basis. To be eligible, the individual must meet the following criteria:

- A person:
 - Living with HIV; and/or
 - Affected by Tuberculosis; and/or
 - Affected by Malaria
- Demonstrated expertise and understanding of the scope of work of the Global Fund and the opportunities it presents, particularly relating to issues of people living with HIV, affected by Tuberculosis and Malaria in implementing countries of the Global Fund
- Demonstrate understanding on the mandate, roles, functions, and the governance role the Communities Delegation has on the Board of the Global Fund
- Experience in governance of global, regional, national institutions – including Boards of Health Institutions, Country Coordinating Mechanisms (CCMs), Boards of Civil Society Organisations (CSOs) and/or Community Based Organisations (CBOs)
- Consistent and/or predictable internet, email and phone access
- Ability to work well in written and spoken English (additional languages are valued)
- Demonstrated linkages with community networks (local, national, regional levels)
- Capacity to communicate and network effectively and broadly
- Commitment to principles of transparency and accountability
- Diplomatic and strategic political and negotiating skills to work with a variety of stakeholders
- Openness, willingness and ability to learn, and the commitment to engage in issues of different constituencies
- Commitment to achieve the Key Performance Indicators (KPIs) of the Delegation
- Commitment to 4-8 hours per week for Communities Delegation work²⁷ on Global Fund decisions via listserv discussions and/or teleconferences. Commitment to attend Board meetings and retreats.
- If employed by an organisation, written assurance regarding the availability of between 4 to 8 hours per week of time for Global Fund related activities
- A letter of institutional support from an employer or affiliated organisation.

An open call requesting applications to the Communities Delegation is issued at least once every two years. A Selection Panel is set up, and applicants are selected according to abovementioned criteria. Applications will be treated in a confidential manner.

Term of Office

Members of the Communities Delegation apply to serve for a two-year term renewable based on performance.

Key Performance Indicators (KPIs)

- Quality and effective responses for requests for input and/or decision(s) required in between Committee(s) and Global Fund Board Meetings
- Participate in Monthly calls of the Delegation
- Be part of and actively participate in a Shadow Committee on at least two priority issues through the work of the relevant Global Fund Committees through:
 - Demonstrating active participation by reading, commenting and supporting advocacy on Committee(s) and Board Meeting papers delegated by the Shadow Committee lead/ CFP
 - Communicating and consulting with at least 3 global, regional and/or national contacts on key issues²⁸.

Financial Support

Membership on the Communities Delegation is voluntary, for which no remuneration is received. While it is strongly encouraged that the members have adequate financial and human resources to carry out emailing, internet access, occasional phone calls, and printing, limited financial support can be provided for communications. When required to attend meetings for, or on behalf of the Communities Delegation, travel and associated costs will be covered according to the Communities Delegation Travel Policy.

Termination of Appointment

The appointment of the Delegations Member will be terminated if:

- The individual resigns from the Communities Delegation
- The individual can no longer meet the selection criteria or perform the roles and responsibilities for the position
- The individual does not achieve an adequate level of performance in their performance review
- Institutional support is no longer provided by an employer or affiliated organisation
- The individual becomes a full-time employee of, or has a long-standing consultancy with any United Nations Agency or the Global Fund
- A conflict of interest is declared that makes it untenable for the individual to fulfil the duties
- There is clear evidence of misconduct and/or inappropriate behavior by the individual.

Adopted by the Communities Delegation in December 2020

²⁷ Mobilizing global, regional and country support and gathering intelligence from own contacts.

ANNEX IV. ToRs CONSTITUENCY FOCAL POINT



Introduction

Board constituencies shall appoint a Constituency Focal Point (CFP) to ensure effective information flow to and strong engagement by the Communities Delegation all matters related to the Global Fund. These Terms of Reference (ToRs) specify the roles and responsibilities, selection criteria, term of office, qualifications and commitments required to serve as CFP for the Communities Living with HIV, and affected by Tuberculosis and Malaria Delegation (Communities Delegation) of the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

Roles and Responsibilities²⁹

- Support the Board Member (BM) and Alternate Board Member (ABM) and other delegates to carry out their functions and mandates
- Support the work and functioning of the Communities Delegation (administration and day-to-day operations)
- Support the Delegation at all official Delegation meetings and events
- Support Communities Delegation selection processes including recruitment of new delegation members
- Develop an extensive network of contacts and maintain distribution and contact list
- Coordinate the communication and information flow within the Communities Delegation and with external partners, including website and social media platforms
- Ensure timely dissemination of information, sharing and communicating decisions from meetings of the Board and committees
- Feedback mechanism to ensure the constituency is adequately and accurately informed regarding outcomes of Board and committee meetings and intersessional decisions
- Support Resource mobilization processes for the Communities Delegation.

Selection Criteria and Process

The criteria for selection will be based on the following specifications:

Qualifications/Education/Knowledge

- Bachelor's degree with specialization in public health, public policy, political science, sociology, social/international development or communication
- Demonstrated understanding of the role of civil society in international development, and especially the role of communities affected by HIV and AIDS, Tuberculosis and Malaria
- Demonstrated understanding of public health in a development context, and especially on HIV, Tuberculosis and Malaria

²⁹ For more detailed information on roles and responsibilities, refer to job description in Annex V.

- Demonstrated understanding of the Global Fund
- Demonstrated understanding of governing boards or similar governance mechanisms.

Experience and Skills Required

- Experience in administration
- Excellent communication skills and networking abilities
- Experience in project and financial management
- Experience in organizing meetings for participants from multiple countries
- Excellent writing and editing skills in English
- Experience in resource mobilisation
- Presentation and public speaking skills
- Strong diplomacy and negotiation skills.

Personal Qualities Required

- Demonstrated commitment to the role of communities in responses to HIV, Tuberculosis and Malaria, and the principles of community participation (including GIPA)
- Demonstrated commitment to gender equity
- Ability to manage multiple tasks and priorities
- Ability to work independently.

An open call for applications will be widely distributed and the CFP is appointed based on Interview by a Selection Panel³⁰.

Term of Office

The CFP is a paid position. The CFP is contracted by a fiscal host organisation and is hired on a contractual basis. The contract is temporary, the duration and continuation of which is dependent on resources available to the Communities Delegation as well as successful performance review.

Key Performance Indicators (KPIs)

- Delegation members received all necessary information in a timely manner, including decisions from meetings of the Board and committees
- Monthly Delegation calls are set up
- Distribution and contact list are up to date
- Retreats, pre-Board and Board meetings are adequately supported
- Travel arrangements are facilitated for Delegation members
- Recruitment of new Delegation members is supported
- Resource mobilization efforts are undertaken for the Communities Delegation.

Financial Support

The salary is negotiated based on experience, expertise, and standard of living in country of residence. The Global Fund Secretariat will cover costs related to travel for Global Fund Board and applicable meetings.

³⁰ The Review Committee will be made up of the Board and Alternate Board Members, two Members of the Communities Delegation and an external partner.

Termination of Appointment

The appointment of the CFP will be terminated if:

- The individual resigns
- The individual can no longer meet the selection criteria or perform the roles and responsibilities for the position
- The individual does not achieve an adequate level of performance in their performance review
- A conflict of interest is declared that makes it untenable for the individual to fulfil the duties
- There is clear evidence of misconduct and/or inappropriate behavior by the individual.

Adopted by the Communities Delegation in December 2020

ANNEX V. JOB DESCRIPTION CFP



Title: Constituency Focal Point, Communities Delegation to the Board of the Global Fund

Reports to: Communities Delegation Board and Alternate Board Member

Primary Function: To provide administrative and communications support to the Communities Delegation of the Global Fund Board

1. Administration and day-to-day operations of The Delegation

- Performing communication functions working with the Delegation to carry out its functions and mandates
- Coordinating information to civil society organizations in developing countries, and consulting them, compiling their feedback for use by the Delegation
- Providing communication support to the Delegation daily, including at Board meetings
- Ensuring timely dissemination of information and documentation related to the Board and Committee meetings and other GF related business
- Creating and maintaining all files and institutional memory of the Delegation and produce these as required
- Collaborating with Delegation Secretariat in carrying out and advising the Leadership and members of key information including finance and other matters.

2. Assist the Board Member (BM) and Alternate Board Member (ABM) and all others in leadership position to carry out their functions and mandates

- Facilitate the logistics of the Delegation for each of its meetings
- Maintain close communication with the Delegation's Board Member (BM) and Alternate Board Member (ABM) and Administrative Working Group (AWG) through regular email messages and teleconferences between the Board meetings
- Support Delegation Leadership and Members who serve on committees and blocs with consultative and other communications functions as appropriate
- Organize Delegation teleconferences as necessary for consultations, information sharing and other purposes
- Support the BM and ABM on their communication and linkage with GF Secretariat and the Delegation
- Support the BM and ABM on their communication and linkages with CS/CBO community and potential or existing project partners and donors
- Between Board meetings, in consultation with the BM and ABM, communicate decisions to Delegation members, GF Board and Secretariat, other partners, blocs and constituencies
- Coordinate the elections of leadership positions per Delegation manual procedures.

3. Lead Communications support to the work of the Delegation

- Serve as chief communications contact between The Global Fund Secretariat and the Constituency
- Liaise with the Leadership Team to coordinate and manage the logistics of each Board meeting, including all hotel and all flight bookings of participants from multiple countries, as well as invitation and visa assistance
- Prepare preliminary budget of expenses for each meeting
- Ensure logistical documentation and country orientation and arrival information is disseminated to Members in advance of arrival
- Organize pre-Board retreat, meeting and post-Board meeting debriefing sessions of Delegation members.
- Develop internal agenda and schedule of activities and meetings
- Under the direction of the BM and ABM, communicate with the two Civil Society delegations (2Cs) to organize joint meetings, and assist in developing agendas in preparation for these meetings
- Organize Delegation pre-meetings with other delegations, as directed by the BM and ABM, to discuss key issues and coordinate strategies before the Board meeting
- Liaise with GF Secretariat for bookings, developing meeting schedules, and all other logistical arrangements.
- Identify, organize and facilitate joint CS calls as necessary in advance of Board Committee meetings
- Prepare or contribute to notes and minutes from meetings and teleconferences
- Participate in, and follow-up on, Board meetings through debriefings and co-ordinate written reports on Delegation's work
- Enhance communications among Regional Networks and Delegation Members
- Coordinate dissemination of information on GF through NGO/CBO networks and through Regional Networks.

4. Support the Delegation at all official Delegation meetings and events

- Liaise with the Leadership Team to coordinate and manage the logistics of each Board meeting, including all hotel and all flight bookings of participants from multiple countries, as well as invitation and visa assistance. This also requires coordination with the delegation secretariat and Global Fund secretariat.
- Prepare preliminary budget of expenses for each meeting
- Ensure logistical documentation and country orientation and arrival information is disseminated to Members in advance of arrival
- Prepare the retreat agenda in collaboration with the Leadership Team
- Disseminate information to the Delegation members
- Assist the Leadership Team to identify individual members who will be responsible for agenda topics
- Disseminate information for Delegation Members to prepare for the retreat
- Under the direction of the BM and ABM, extend invitations to representatives from other NGO delegations
- Assist with identification of location and venues for retreat
- Participate in the retreat.

5. Ensure timely dissemination of information and documentation related to the Board and Committee meetings

- Coordinate the flow of Board and Committee meeting documentation from GF Secretariat to Delegation members
- Collate and compile delegation ideas in response to decision points, policy and protocol requiring Delegation input
- Compile and disseminate information on the Delegation's work with the Global Fund Committees

6. Facilitate the recruitment of new Delegation members

- Prepare the call for nominations in collaboration with the Leadership Team for the recruitment of new Delegation members
- Liaise with the Regional Networks to distribute the call for nominations widely in the language of the region
- Support the Selection Committee to carry out its mandate
- Agree to the timelines and process to issue a “Call for Nomination”
- Review ToR functions, working methods, and qualification criteria
- Facilitate interviews across multiple countries and time zones
- Broadly communicate the selection to the NGO/CBO constituencies
- Inform the selected candidates and the unsuccessful candidates in writing
- Inform the other Board delegations and GF Secretariat of newly selected members.

7. Support Resource mobilization processes for the Communities Delegation

- Identify potential donors
- Coordinate and develop funding proposals and grant reporting
- Strengthen and develop donor relationships
- Liaise with donors on relevant activities.

ANNEX VI. SAMPLE PERFORMANCE ASSESSMENT FORMS



All members of the Delegation (Leadership, AWG/Shadow Committee leads and members) and CFP take part in an annual performance appraisal process at the end of each calendar year. An external person (consultant) will send an online form to each delegate requesting that they complete the performance assessment form (self-assessment). The same form will also be sent to internal reviewers to complete. For Leadership and CFP, the sample format below will be provided to reviewers external to the Delegation.

Scale of Evaluation

Outstanding	5
Very Good	4
Meets Job Standards	3
Needs to Improve	2
Unsatisfactory	1

The candidate is responsible for establishing targets every year. By end of year the candidate inserts achieved against target, comments and a score for each indicator. The reviewers insert their comment and score regarding the performance of the candidate. Both candidates and reviewers are encouraged to provide explanation and examples to back up the scores. The results are collated by the consultant.

Key Performance Indicators (KPIs) as per ToRs	Target	Achieved	Assessment (Score)
1.			
Add comments and explanations			
2.			
3.			
4.			
5.			
Individual action items and thematic support areas			
1.			
Add comments and explanations			
2.			
3.			
Comments on overall performance			
What else do you think that you (candidate) can do to improve your (their) performance or effectiveness?			
What kind of support would you need to achieve the above?			

Sample Performance Assessment Form for external Peer Reviewers

Scale of Evaluation

Outstanding	5
Very Good	4
Meets Job Standards	3
Needs to Improve	2
Unsatisfactory	1

Reviewers are encouraged to provide explanation and examples to back up the scores.

	1	2	3	4	5
Their overall performance as a Board Member / Alternate Board Member/CFP					
Please explain and/or give an example					
Their overall relation with [other Board members] / [Secretariat] / [Delegation Members] (please indicate the relevant category)					
Please explain and/or give an example					
Their overall knowledge of issues discussed at Global Fund Board					
Please explain and/or give an example					
Their contribution to Board discussions					
Please explain and/or give an example					
Their overall visibility as the Board member / Alternate/CFP					
Please explain and/or give an example					
Do you have any further comments that could assist the BM/ABM/CFP to improve their effectiveness?					
General comments:					

ANNEX VII. Reference Material



For additional information please refer to:

- Operating Procedures of the Board and Committees of the Global Fund to Fight AIDS, Tuberculosis and Malaria, 11 November 2019
- Bylaws of the Global Fund to Fight AIDS, Tuberculosis and Malaria, 14 November 2017
- Constituency Management Guidelines, The Global Fund, March 2019

A series of texts and rules form the backbone of the work carried out by the Global Fund. These include policies regarding the governance of the Global Fund and policies relating to how countries design and deliver programs. Core policies and regulations, terms of reference and other guidelines are available here for download.

<https://www.theglobalfund.org/en/governance-policies/>