



Governance Framework

Eastern Mediterranean Region
Constituency at the Board of
The Global Fund

2nd Edition; 2017



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Preface

Recognizing the important principle that constituencies on the Global Fund Board have the right to determine their own internal processes, this document offers a representative structure for the Eastern Mediterranean Region Constituency to further strengthen its internal constituency processes. This is the second edition of EMR constituency governance framework which is based on experience of using the prior edition. The previous version was finalized in 2015 and revising it every two years was foreseen in the document itself.

The following reasons were behind this revision:

- Ambiguity of the framework about the roles and division of responsibility among different officials
- Some terminological discrepancies
- Ambiguity about the process for elections and decision-making
- Need for engagement of multi-country implementers and the civil society
- Need to establish a regional technical advisory group
- Protracted humanitarian situation and challenging operating environment in the region which needs extra efforts for improving cohesion and engagement within the constituency

2016 was a pivotal year for the Global Fund, a turning point to build on past successes and reshape the organization for the challenges ahead. At the Eastern Mediterranean Region we achieved a lot through better engagement within our constituency and beyond; we were able to improve our communication and information sharing, we organized some training session for CCMs in the region, our delegates to board meetings in provided invaluable inputs and leveraged our advocacy at the board level.

This revision started in Aug 2016, went through a consultative process within the region and it has been reviewed by the Office of Board Affairs and some independent experts. This document has entered into force upon endorsement by the Constituency members to build a firm foundation to leverage our voice at the board, to implement more effectively in our challenging operating environments, to raise the money we need to defeat the three diseases and to advocate for more robust health systems in our region.



Abbreviations & Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ABM	Alternate Board Member
BM	Board Member
CCM	Country Coordinating Mechanism
CFP	Constituency Focal Point
DCP	Designated Contact Person
CV	Curriculum Vitae
EMR	Eastern Mediterranean Region
EMRC	Eastern Mediterranean Region Constituency
GF	Global Fund
HIV	Human Immunodeficiency Virus
NGOs	Non- Government Organizations
OBA	Office of Board Affairs
RO	Representing Official
RSSH	Resilient & Sustainable Systems fro Health
TB	Tuberculosis
TERG	Technical Evaluation Reference Group
WHO	World Health Organization



Chapter 1

Introduction and purpose of this document

Established in 2002, the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) is a unique global public/private partnership dedicated to attracting and disbursing resources to prevent and treat HIV and AIDS, tuberculosis (TB) and malaria.

To carry out these responsibilities, the Global Fund has organized itself from the outset with clear participatory and balanced governance policies and guidelines. The overall system of the Global Fund is led by the Board. The Board is composed of twenty voting members, including representatives of donor and recipient governments, NGOs, the private sector (including businesses and foundations) and affected communities. Key international development partners also participate in Board. All members participate equally, though not all have voting rights. The voting members are in two equal groups -- the implementers and the donors. The countries of the Eastern Mediterranean Region of WHO which were eligible to receive Global Fund grants were considered together as a constituency and has one voting seat in the ten-member implementers group on the GF board.

Each Constituency has permanent representatives at the Global Fund Board: the Board Member and his/her Alternate, assisted by the Constituency's Constituency Focal Point (CFP). In addition, each Constituency may bring additional advisers or observers to Board Meetings, as long as the total number present per constituency delegation does not exceed ten people, including Board Member, Alternate Board Member and Constituency Focal Point. This group of ten is referred to as the Constituency delegation.

The elected representative of the Constituency serves as the voting member on the Board and is responsible to represent the position of the constituency in the Board Meetings and to cast a vote on all necessary Board Decisions. Since the vote is accounted as the position of the Constituency, It is considered desirable that constituencies try to establish a unanimous position on issues before attending Board and Committee meetings, if this proves difficult at least the Board member will be aware of the differences that exist within the constituency and can represent them adequately. Voting takes place not only at Board Meetings, but also by electronic consultation in the period between the consecutive board meetings. For details see chapters 3 and 4 below.



Purpose of this Framework

Some argue that engagement in the Global Fund governance is best experienced intuitively and that knowledge about how the Board and its committees work is best passed on by word of mouth. Experience teaches us otherwise. A written framework document like this, which will act as a reference document, which will be used by current and future Constituency Focal Points, will not only add value to the Global Fund's governance in general and the institutional memory and operational effectiveness of the Eastern Mediterranean Region Constituency, in particular, but also ensure application of documented and transparent processes.

The purpose of this document is to present the governance concept, procedures and operational and communication guidelines that facilitate the working of Board Member, Alternate Board Member and Constituency Focal Point of the Constituency. This governance framework manual specifies the memberships, terms of reference, communication strategy and facilitates effective representation through transparent election policy for Constituency operation, Board-related decision-making procedures and commitments required to serve the Constituency and its delegation attending Board Meetings. It aims to raise the profile of the Eastern Mediterranean constituency of the Global Fund Board at the regional and the international levels.

What the Framework can achieve

The document is a practical help for the representatives of the constituency and for those in-country stakeholders who take part in governance. It reflects the unique governance approach of the Global Fund with its 21st century architecture and contribution to global health development and financing. A governance framework is not about the substance of what is discussed and considered by the Board and committees, even less about the business of technical bodies that facilitate access to funding. It is about rules and procedures, schedules and protocols, practices and precedents – in short, dry stuff but essential – lifeline of the EMR Constituency

This Framework is of special relevance to the Constituency Focal Point and to the designated recipient organizations looking after the constituency funding and operations. Together, they support the Board Member and Alternate as well as constituency members and their stakeholders involved in governance, such as committee members or delegates attending a Board Meeting.



How to use it

Users of this Framework should refer to the respective By-laws, Charters, Operating Procedures and other terms of reference in the Core Governance Documents of the Global Fund, always available online at www.theGlobalFund.org under the menu item – Board. The table of contents of the present document is divided into four chapters:

The first gives an overview of the enduring principles of the Global Fund, the Board and the Eastern Mediterranean constituency.

The second details the scope and purpose of the constituency and its representatives.

Chapter three guides the important process of selecting those representatives in a participatory and inclusive manner and

The fourth and final chapter sets the scene for the supporting procedures of the constituency management.

Constituency Status

The Constituency gets its legitimacy from the countries and international organizations of which it is composed. Nonetheless, the Constituency will respect the By-laws and Operating Procedures of the Board and Committees of the Global Fund as a context.

Vision, Mission and Goal

Vision: The countries of the region are freed of the epidemics of HIV/AIDS, TB and malaria and have resilient and strong systems of health (RSSH).

Mission: To advocate, convey and actively represent the programmatic, policy and financial interests of all stakeholders (governments, the civil society, private sector and people infected and affected by HIV/AIDS, tuberculosis and malaria and key populations) of the region in a democratic, inclusive and transparent manner and bring forward the voices and concerns from the countries of the region; to the deliberations of the Global Fund Board, its committees and in its various decision-making structures.

Goal: To obtain the maximum potential of sustainable technical and financial support for countries in the region to effectively and efficiently fight against HIV and AIDS, TB and malaria and strengthen the respective health systems.



Constituency principles

The following key principles are expected to be applied in all EMR Constituency business including its policies, procedures and decisions:

- i. An autonomous Constituency management system.
- ii. The Constituency will ensure that all of the processes are transparent and built on accountability;
- iii. That all Constituency members be adequately informed in a timely manner about the role and actions of their Constituency representatives on the Global Fund Board in order to enhance their capacity to participate in decision-making.
- iv. The establishment of a structure with a clear division of labor among Constituency stakeholders and representatives.
- v. Constituency representation responsibilities are exercised voluntarily – Board Member and alternate do not receive remuneration for their time.

However the Constituency Focal Point may be remunerated from annual constituency budget because s/he is not considered as an official representative of the constituency.



Chapter 2: Constituency Composition, Roles and Responsibilities

Constituency Members

In general, the Constituency members are those countries and organizations eligible for Global Fund grants which are in the defined WHO regional grouping known as the Eastern Mediterranean Region (EMR). As of Jan 2017 the following countries are considered as the Constituency members:

- | | |
|----------------|---------------|
| 1) Afghanistan | 8) Palestine* |
| 2) Djibouti | 9) Somalia |
| 3) Egypt | 10) Sudan |
| 4) Iran* | 11) Syria* |
| 5) Iraq * | 12) Tunisia |
| 6) Morocco | 13) Yemen |
| 7) Pakistan | |

* indicates country that are in transition out of Global Fund financing

Since the governance and implementation of the GF projects are conducted by CCMs in the implementing countries, the CCM chair or his nominee is considered as the country representative in the EMR constituency. In countries where the CCM is not established or is not functional for any reason, The Ministry of health (or its equivalent) will decide who can represent that country in EMR constituency matters.

Observing Members

Observing members can be present in EMRC meetings, participate in decision-making process and express opinions in a non-voting manner.

There are some countries that the constituency would like to introduce them as observers (non-voting members) for example potential implementers such as Jordan, Libya and Lebanon and potential donors such as Qatar, Kuwait, Oman and Saudi Arabia.



In case of international organizations implementing regional or multi-country GF projects the Executive Director, Program Officer or its equivalent can represent the organization.

Currently IOM and MENAHRA can also be regarded as observing members of the EMR Constituency because of the multi-country projects they are implementing under the Global Fund regional or emergency portfolio.

Board Member and Alternate Board Member should advocate for this cause and help the Constituency Focal Point to put it into action.

The Youth and the Civil Society

EMRC expresses its willingness to meaningfully engage the youth and the civil society in country and regional discussions and decision-making process and encourages CCMs and authorities to consider this in sharing information and sending delegates to GF/EMRC meetings. However meaningful engagement must not be limited to bringing/having them at the table, but ensuring that our commitments and concerns are translated into evidence-based and rights-based programs that are led by and targeting adolescents and young people in the Funding Requests with budget lines. Constituency members may consider these issues through CCM or other mechanisms they might have.

The Board Member, Alternate and Constituency Focal Point should encourage networks of the youth and civil societies in the region to elect a joint spokesperson for the above issues.



Representation and Roles of Constituency members

Representing Official of Constituency members

As a Constituency member, each CCM (or government or multi-country organization where CCM is not applicable) shall identify an individual as Representing Official for leading and participating in discussions on Global Fund decisions that affect the Constituency. This person could be ideally the CCM chair, vice-chair or a Health Minister.

Each Country Coordination Mechanism shall also appoint a Designated Contact Person for EMR Constituency communication matters.

Roles & Responsibilities of Representing Official

Representing Officials of the Constituency have the following responsibilities at country (or respective organizational) level:

- i. Ensuring country level consultations on key Global Fund decisions
- ii. Participating in EMR Constituency activities, including selecting representatives
- iii. Ensuring accountability and assessing the performance of the EMR Constituency representatives in Global Fund processes
- iv. Proposing activities, reviewing and endorsing the EMR Constituency work plan and budget as reflected in GF by-laws and governance documents

Roles & Responsibilities of Designated Contact Person

Designated contact person at country (or Multi-country organizational) level will be responsible for:

- i. Receiving all relevant materials from EMR Constituency Focal Point and distributing among CCM members and other relevant stakeholders
- ii. Providing opinions and consolidated feedback to the CFP
- iii. Assist constituency in organizing internal consultations (teleconference, email, webinars, ...) to develop consensual positions on issues at stake.
- iv. Support local arrangements and logistics in case of visits or events organized by EMRC secretariat in the country



- v. Share the updated list of CCM members and contact details with CFP for inclusion in the website of the EMR Constituency
- vi. Share any CCM report or product with CFP
- vii. Consult CFP in case of any need for technical assistance from the constituency or Global Fund Partners
- viii. Any other information required by BM/ABM and any other job/task/duty assigned by BM/ABM

Should the Representing Official or Designated Contact Person fail to deliver these tasks in the course of a calendar year, the Constituency will request the relevant nominating bodies to identify another candidate for these roles.



Roles & Responsibilities of Constituency Representatives at the GF Board

The work of the Constituency is coordinated by the Board Member and Alternate Board Member in consultation with constituency members. Information on the work of the Constituency is disseminated by the Constituency Focal Point to all Constituency members.

Main Roles of Constituency Board Representatives

Board Members are expected to make informed, deliberate and careful decisions and to act in the best interest of the Global Fund and the Constituency they represent. Alternate Board Members have the same rights and responsibilities and can replace the Board Member during discussions and deliberations. Board Member and Alternate Board Member are responsible for communicating with the governments, the Country Coordination Mechanisms, institutions and organizations they represent, as well as with the Global Fund Secretariat and with their fellow Board Members.

The Constituency Focal Point (CFP) facilitates all aspects of the communication through his/her office (which may be the Secretariat of the respective Country Coordinating Mechanism) with the support of additional adequate number (1-3) of technical or administrative staff.

Board Member has the following tasks and responsibilities:

- i. Provide leadership and strategic vision for the Constituency, maintaining focus on Constituency's priority issues
- ii. Commit significant time to the Global Fund activities (approximately one week per month according to the Global Fund recommendation)
- iii. Participate fully in all meetings of the Global Fund Board, including Board Member retreats (*there are generally two Board Meetings a year, lasting two days plus a day or two for pre-board meetings and travel time. Retreats of one or two days or so may take place occasionally. BM can also observe committee meetings in-person or virtually*)
- iv. Read all relevant documents prior to a Board Meetings to develop positions and prepare effective input into the decision making process



- v. Participate in teleconferences and other virtual means of communication among Board Members and other stakeholders
- vi. Vote on all Electronic Board Decisions sent by OBA in a timely manner
- vii. Act as an advocate on behalf of the Global Fund within the Constituency and to external stakeholders
- viii. Maintain a focus on issues of interest and importance to the countries of the Constituency and the region as a whole
- ix. Seek input from the Constituency on issues being considered by the Board prior to its meeting
- x. Assist with ensuring effective communication and information flows between Board Member, Alternate and Focal point and the wider Constituency particularly prior to and after Board Meetings
- xi. Utilize diplomatic and strategic political and negotiating skills to work with the representatives and delegations of donor governments, non-governmental organizations, private sector, development partners and foundations
- xii. Exercise openness, willingness and ability to learn, and to take on issues across the Constituency groups
- xiii. Comply with the Policy on Ethics and Conflict of Interest and sign the Declaration of Interest form required by the Global Fund

Role and Responsibilities of the Alternate Board Member

- i. The Alternate supports the Board Member at Board Meetings and during preparations for them, in particular for leading the work on the specific agenda items assigned to the Alternate
- ii. In the absence of the Board Member, act as a substitute for the Board Member in all Global Fund business. Hence should have similar key competencies to those outlined for the Board Member
- iii. ABM can also observe committee meetings in-person or virtually.

Should the Board Member, Alternate Board Member or Constituency Focal Point fail to deliver these tasks in the course of a calendar year, the Constituency will request the relevant nominating bodies to identify another candidate for these roles.



Key Characteristics for Representatives of the Constituency

(Board Member and Alternate)

Basic features:

- i. Sound knowledge of the Global Fund structure and its policies and procedures through at least 2 years of work in any of Global Fund related structures (CCM, Constituency, Board and its committees, GF Secretariat or Office of Board Affairs);
- ii. Attending at least 2 GF board meetings as a member, alternate, delegate or CFP

Technical Competencies:

- i. In-depth understanding of and personal commitment to the Global Fund principles, core values and mission.
- ii. Understanding of the implications of The Global Fund Board decisions for countries of the Constituency.
- iii. Excellent interpersonal verbal and written communication skills;
- iv. Ability and capacity to communicate and network effectively and broadly with functioning communication linkages in region and beyond;
- v. Strong analytical and organizational skills;
- vi. Proven accountability, commitment and decision-making abilities;
- vii. Expertise and experience in conflict resolution and participatory problem solving.
- viii. Ability to read and speak English, the working language of the Global Fund.

Leadership Competencies:

- i. Managing vision and a sense of purpose
- ii. Strategic agility
- iii. Recognized leader in the Constituency, with capacity and authority to represent it
- iv. A facilitative and consultative approach, diplomatic with policy and strategic skills
- v. Strong leadership and management skills gained in a multicultural environment
- vi. Sound judgment in dealing with complex situations and with ambiguity
- vii. Ability to act as an ambassador and advocate and to represent the cause at a senior level
- viii. Integrity and trust



Role and Responsibilities of the Constituency Focal Point

The Constituency Focal Point (CFP) is key position to ensuring effective information flows back and forth between the Board Member, Alternate, the Constituency members and the Global Fund Secretariat. S/he has to ensure the broader dissemination of information within the Constituency. The Focal point has only a communication and facilitation role and cannot represent the Constituency in official GF discussions unless officially authorized by the Board Member for specific tasks and only for the occasions when both BM and ABM are not available. CFP job could be remunerated according to routine scale of international civil servant employment among board constituencies.

S/he is expected to:

- i. Commit significant time to Global Fund activities (at least 1/3 of working time per month)
- ii. Develop an extensive network of contacts and maintain distribution lists for these contacts including designated governance contact persons within the CCMs of the Constituency, to ensure that information related to the Global Fund is widely distributed.
- iii. Ensure that all communication from the Global Fund Board and Secretariat are distributed to all contacts within the Constituency
- iv. Circulate all documents and materials to Constituency representatives for their respective deliberations; circulate relevant communications to the full Constituency as necessary
- v. Be the catalyst for and the repository of Constituency opinion and position on Global Fund matters. These positions should be developed in a broadly consultative manner.
- vi. Establish a technical advisory group as a network of expertise and knowledge within the Constituency to ensure that expert opinion has been sought in the development of Constituency positions related to the Global Fund decisions and policies.
- vii. Provide support to Board Member and Alternate Board Member and communicate and coordinate with them and the Global Fund Secretariat, committee members and Constituency members



Functions, Authority, Roles and Responsibilities of

Committee members

Committee members must have sufficient expertise for a committee to be effective in fulfilling its mandate. Effective committees have individuals who bring a range of appropriate skills experiences included from different backgrounds for diversity of interest and insights to contribute effectively to the topics of concern.

Currently the Board has three standing committees which are “Ethics & Governance Committee”, “Finance and Audit Committee” and “Strategy Committee”. At the time of committee renewal, Constituencies are asked to provide names of potential committee members for appointment by the Board. Nominees of Board constituencies are distributed among the committees for effective participation, with balanced representation of the two blocs (donor & implementer).

From time to time additional or ad hoc committees might be established to work on specific issues.

Committee functions and authority

- I. Deciding: responsible for making decisions on areas delegated by the Board
- II. Recommending: responsible for reviewing analysis and making recommendations to the Board. The Board can review recommendations, and approve or decline these, or refer matters back to the relevant committee for more information
- III. Overseeing: responsible for monitoring key activities through reporting mechanisms, such as key performance indicators, evaluations, and reports

Roles and Responsibilities of Committee members

- i. Be a recognized expert in the area of work of the committee
- ii. Be available to commit twenty-five per cent of full working time to the committee, including attending all committee meetings
- iii. Read all relevant documents prior to a committee meeting to ensure effective input into the decision-making process
- iv. Seek input from the Constituency on issues being considered by the committee prior to its meetings
- v. Participate fully in all committee meetings, including teleconferences and other electronic means of communication among committee members



- vi. Communicate Constituency views at committee meetings and report key issues or decisions back to the Constituency after committee meetings through the Constituency Focal Point
- vii. Consult with Constituency and vote on all electronic committee decisions
- viii. Adhere to the Global Fund Board conflict of interest policy
- ix. Work closely with the Constituency Board Members, Alternate Board Members, and Constituency Focal Point

Should the Committee member fail to deliver these tasks in the course of a calendar year, the Constituency will request the relevant nominating body to identify another candidate for this role.

Key characteristics for committee members from EMR constituency;

Basic features:

- i. At least 2 years of work experience with regard to the intended committee and its mission
- ii. Attending at least 1 board, committee or TRG meeting at any relevant capacity

Technical Competencies:

- i. In-depth understanding of the Global Fund principles, core values and mission.
- ii. Sound knowledge of the Global Fund Committees and relevant policies and procedures;
- iii. Understanding of the implications of the Board/Committee decisions for the members and countries of the Constituency.
- iv. Excellent interpersonal verbal and written communication skills;
- v. Ability and capacity to communicate and network effectively and broadly with functioning communication linkages in region.
- vi. Ability to read and speak English, the working language of the Global Fund.

Leadership Competencies:

- i. Recognized leader in the Constituency, with capacity and authority to represent it
- ii. A facilitative and consultative approach, diplomatic with policy and strategic skills
- iii. Strong leadership and management skills gained in a multicultural environment
- iv. Sound judgment in dealing with ambiguous and complex situations
- v. Ability to act as an ambassador and an advocate to represent the cause at a senior level



- vi. Integrity and trustfulness

Roles, Responsibilities of EMR Delegation Teams

Roles of Delegation members

- i. Currently each Constituency is allowed to attend Board Meetings with seven delegates in addition to its basic team of Board Member, Alternate Board Member and Constituency Focal Point.
 - a. In some security conditions the number of delegates might be restricted more, as what happened in Abidjan in Apr 2016.
- ii. Delegation composition should reflect the extensive range of competence and expertise of the region, in order to enrich the contribution of the Constituency and to support the Board Member and Alternate on technical and policy issues, including in cases of grant management difficulties experienced in a Constituency member country
- iii. Well-functioning delegations are composed of committed and hard-working experts, devoted to the success of the Constituency in documenting Constituency points of views that will be further conveyed by the Board Member
- iv. Delegates are considered volunteers and should remain committed and available to their Constituency for technical support beyond Board Meetings
- v. The members of the Constituency delegation are expected to work closely with the Board Member, Alternate and Constituency Focal Point and will work primarily through e-mail and conference calls. The primary role of all delegation members is to provide technical advice and recommendations.

Responsibilities of Delegation Members

Delegation members have the following responsibilities:

- i. Uphold the values and mission of the Constituency
- ii. Promote and protect the interest of the Constituency in line with the interests of the countries concerning Global Fund policies and procedures;
- iii. Review pre-board documents assigned to each of them by the CFP, Actively participate in discussions on the agenda items that are related to the Constituency
- iv. Reply to all communications addressed to them within the time frame requested;
- v. Inform if there is a conflict of interest regarding decision-making processes, and reclude him/herself from the process; and
- vi. Keep pre-Board and board documents & discussions confidential



Key competencies for delegates representing the EMR constituency;

Technical Competencies:

- vii. In-depth understanding of the Global Fund principles, core values and mission.
- viii. Sound knowledge of the Global Fund, its Committees and relevant policies and procedures;
- ix. At least 2 years of working experience related to Global Fund Projects in a member country, including membership of CCM or other implementing or supervising body
- x. Understanding of the implications of the Board/Committee decisions for member countries of the Constituency.
- xi. Excellent interpersonal verbal and written communication skills;
- xii. Ability and capacity to communicate and network effectively and broadly with functioning communication linkages in region.
- xiii. Ability to read and speak English, the working language of the Global Fund.

Leadership Competencies

- vii. Recognized leader in the field of public health, with capacity and authority to represent country or communities
- viii. A facilitative and consultative approach, diplomatic with policy and strategic skills
- ix. Strong communication skills in a multicultural environment
- x. Sound judgment in dealing with ambiguous and complex situations
- xi. Ability to act as an ambassador and an advocate to represent the cause at a senior level
- xii. Integrity and trustfulness

EMR Constituency Governance Focal Point

Since Aug 2016 Ethics and Governance Committee of the Board has asked board constituencies to introduce a Governance Focal Point with the following definition, roles and responsibilities:

Purpose of the Governance Focal Points Network: The EGC will engage regularly with the network, to promote effective information-sharing, discussion, consultation, and consideration of constituency positions. This will take place through structured consultation processes, and informal discussions on potential solutions to identified issues.



Membership and term: each constituency identifies one lead person within the constituency to serve as Governance Focal Point. Participation of Board Members, Alternates, or Focal Points is particularly welcome, but any member of the constituency is entitled to serve in this position. The network is expected to remain in service throughout the duration of the EGC's term, until around May/June 2018.

Clarification: In light of EGC members serving in personal capacity, their constituencies should identify a separate Governance Focal Point to bring constituency inputs to consultation processes.

Role: The Governance Focal Point will have the following responsibilities:

1. **Participation in consultation processes** on key work streams to support the development of proposals to the Board. This could include teleconferences, focus group discussions among a small number of Governance Focal Points, or providing written feedback on draft materials.
2. Of particular importance, the Governance Focal Point should have the **authority and ability to represent the constituency** when it is time to discuss constituency positions. This is particularly crucial in relation to certain work streams, for which the consultation materials may be of a confidential or sensitive nature and thus not able to be shared broadly at the time of the consultation.

Decision on process for selection of EMR Constituency Governance Focal Point will be clarified by the Board Member and Alternate and communicated by Constituency Focal Point with constituency members and EGC.

EMR Constituency Technical Advisory Group

The Constituency Focal Point is mandated to establish and maintain a technical advisory group in the region to ensure high quality technical review and recommendations are available for enhancing decision-making in the constituency and for assisting Board Member in interventions at the board Meeting. Representing Officials of the EMRC members should assist CFP in this regard and should

- Introduce competent individuals who can be members of this Technical Advisory Group (TAG).
- Provide strategic information to CFP and the TAG for conducting reviews and analysis
- Support conduction of case studies, reviews and research in their territories as requested by BM or CFP.



Chapter 3: Elections

Selection of Constituency Representatives for the Global

Fund governance structures

It is a Global Fund principle that each Constituency selects its representative to the Global Fund governance structures based on an agreed and transparent process that involves all Constituency members. All necessary efforts are to be made to achieve an equitable gender and age balance and mix of competencies and experiences to reflect the diverse epidemics in the region. The individuals selected should have a personal commitment to the issues, be willing to work in an inclusive manner with other members of the Constituency, and have the time to attend meetings, both of the Board and also of relevant Board committees and those of the Constituency. This is best achieved, if there is a consultative process leading to the nomination.

The EMR Constituency representation cycle includes training and orientation of newly elected representatives through a staggering handover period of 1 year.

Selecting the Board Member

Call for Nominations

- The Constituency Focal Point shall announce the impending end of tenure of the current Global Fund Board Member and Alternate and call for nominations from eligible countries for new Board Members at least 4 months before the end of the existing term.
- The call shall be specific in describing the minimum eligibility criteria described in the roles and responsibilities required to represent the Constituency (as spelled out in the previous chapter of this manual).
The Constituency call for nominations shall be issued to each Country Coordinating Mechanism or other authoritative body involved in Global Fund processes at the national level, asking to identify possible Constituency representatives.
- The call for nominations will remind countries of the overlapping handover period between the potential candidates with existing representatives. The CCM governance contact person communicates on the above matters with the Constituency Focal Point



Role and Responsibilities of CFP in nomination process

- Review the nominees' input documents
- Summarize their input and indicate nominations which are eligible and ineligible for selection and give reasons of ineligibility.
- Share results and final list of eligible nominees to Constituency members
- Any CCM governance contact person may contest the ineligibility of its nominee within 72 hours and the CFP is bound to respond within 72 hours
- Second appeal for the same nominee is not possible; however a new nomination could be done within 72 hours of distribution of the CFP summary.

Submission of Nominees for Constituency Representation positions

- i. Nominations for Constituency representation are made by countries (CCMs, or other authoritative body involved in Global Fund processes at the national level), not by individuals or single organizations in the country
- ii. Each member country wishing to nominate shall establish internal consultation between the Government and CCM, and propose a candidate that is acceptable to both parties
- iii. Nominations are based on competencies and experiences described earlier
- iv. The nomination documents shall consist of the CV and letter of commitment of nominated person, letter of recommendation from the CCM or other authoritative body involved in Global Fund processes at the national level
- v. There should be at least three contestants to make the elections process legitimate, and in case EMR Constituency Focal Point does not receive the minimum number of nominations with full documents by the deadline, Constituency Focal Point can extend the deadline for another 72 hours to ensure that full package of nomination documents is available and anybody else who is interested can join thus the process is considered legitimate.
- vi. When CFP has the minimum 3 candidates, any application received after the initial deadline would not be considered for voting.



Representation Period

Each of the EMRC board representatives will serve for 2 years and re-election is possible for up to 3 periods (6 years). To ensure continuity of function and proper handover of tasks there will be staggering tenures, as showed in the table below, between each term of representation. However, the departing alternate board member can join the delegation team at the first two board meetings after their tenure.

Illustration of the transition to hand over period representation cycle

Year	2014	2015	2016	2017	2018	2019	2020	2021
<i>Explanation</i>	December 2014 terms of persons Y and Z end. Constituency elects A and B	2015	2016 (Dec 2016) election of C and D	2017 Hand over period	2018 (Dec 2018) election of E and F	2019 Hand over period	2020 (Dec 2020) election of G and H	2021 Hand over period
Board Member	Z	A	A	A	C	C	E	E
Alternate	Y	B	B	C	D	E	F	G
Focal Point	Z'	A'	A'	A'	C'	C'	E'	E'
Delegates		any 7	any 7	D + any 6	any 7	F + D + any 5	any 7	H + F + any 5



Voting

- i. The Constituency Focal Point shall summarize all the nominations indicating level of seniority, CV, and the commitment to support the nominated person from the country
- ii. The summary will be circulated to the Constituency members for consideration
- iii. The summary shall indicate nominations which are not eligible for selection and give reasons
- iv. The Board Member and Alternate shall be selected by vote cast by Representing Officials of all voting members in the Constituency including the nominated countries and those of sitting representatives
- v. Each member country will vote for two candidates (from two different countries)
- vi. Voting may be electronic (by email) or at a Constituency meeting where at least two third of constituency members are present or officially have delegated authority to another present member. The person with the highest number of votes on the list becomes the Board Member and the second highest will be the Alternate Board Member. (Currently when at least 8 countries out of 13 cast their vote, the voting will be regarded legitimate)
- vii. In the event that either the elected Board Member or Alternate turns down the offer, the candidate with the next highest number of votes takes over.
- viii. In case of a tie, CFP will request the constituency members to revote among the two within 48 hours. If the results get tied again, the currently elected board member will have the final decision about his/her successor.

Replacing a Board Member before end of term

- If the Board Member resigns or becomes unavailable to represent the Constituency before the end of the term, the Alternate becomes the Board Member.
- If the Alternate becomes a Board Member, the person with the next highest number of votes in the previous election becomes the Alternate.

Selecting the Alternate

As recommended by The Global Fund, It is most effective if the Alternate is from a country other than that of the Board Member. This assists with representation and broadens opinion and input. Thus countries can only nominate one candidate for the election process above.



- If the Alternate becomes unavailable or resigns the same process as mentioned above applies and the person with the next highest number of votes in the previous election is appointed to the position.

Selecting the Constituency Focal Point

The Constituency Focal point for any new period is selected by the elected board member, unless the Constituency wishes to maintain the same Focal point for reasons of keeping institutional memory. The Constituency Focal Point could be selected from the Board Member's country and/or organization, to facilitate reliable communications.

S/he should be highly knowledgeable about Global Fund governance, board and secretariat's processes and have a recognized career in communication, networking and partnership matters.

A sample Terms of Reference (ToR) for selection of CFP could be found in the annexes.

Constituency Nomination for Global Fund Committees positions

Call for applications

- The Constituency Focal Point, will forward the calls from Board leadership and committees for the submission of names from member countries.
- Each country will submit at most two names per expert area to the Constituency Focal Point
 - The call for expression of interest shall also be circulated to those individual experts in the regional list or roster of experts

Short-listing

- The Constituency Focal Point shall summarize all submissions made for consideration based on the requirements of the task of the respective committees
- The Constituency Focal Point with the support of the Board Member and/or Alternate shall shortlist suitable persons for the task

Final nominations

- The shortlisted candidates shall be circulated to all Constituency members for approval with a No Objection voting rule within a deadline of 3 to 7 days.
- Finally the nominee(s) will be communicated to the requesting body by CFP.

Chapter 4: Procedures and Processes for the Constituency

Working Language

The operating working language of the Global Fund is English. It is therefore a requirement that all Constituency representatives are fully able to communicate clearly in spoken English and to work with Global Fund documents written in English. The operating working languages within the Constituency shall be Arabic, English and French with translation of documents provided to disseminate them with all state members and observer members in the constituency.

Communication Process

General communication process

- i. The Constituency Focal Point is the official channel of communication between the Constituency and the Global Fund Secretariat on governance matters.
- ii. The Focal Point circulates information, collects feedback and reports to the Global Fund Secretariat on governance matters on behalf of the Board Member and Alternate, all through emails.
- iii. Constituency members are responsible to respond within seven days to requests sent by the Focal Point. In the case of decision making, if no response received within seven days this will be taken as positive agreement with the decision.

Communication for Board Meeting

- i. The Constituency Focal Point circulates information on an upcoming Board Meeting to each CCM Secretariat and Designated Contact Person
- ii. The Constituency Focal Point will forward the Board agenda and documents to the Constituency via the CCM Secretariat and Designated Contact Person
- iii. The Constituency Focal Point will communicate with the Global Fund Secretariat on matters regarding Constituency delegates who will attend the Board meeting and make necessary logistical arrangements

Electronic Board Decision/Comments

- i. The Constituency Focal Point will communicate with the Constituency on important issues and assist in the development of positions and comments on Board decisions
- ii. The Constituency Focal Point will collect feedback and report to the Board Member and Alternate for decision and send to the Global Fund Secretariat on their behalf

Voting Rules

No Objection Voting

For some decisions the constituency must vote on a “**no objection**” basis. The vote will stand (i.e. the motion will be passed) unless at least four constituency members object to the requested decision by the deadline of the vote.

The following issues are practiced though No Objection Rule;

- Endorsement of the list of Delegates to Board (or other GF) Meetings
- Endorsement of the list of EMRC candidates for GF committees, Board Leadership, task teams, TERG or similar positions
- Position statements developed within the constituency for Board Meetings
- Any other issue not foreseen in this Governance Framework but which has been discussed with Constituency members previously during meetings or telephone conferences

Affirmative Voting

For some decisions the constituency must vote on an “**affirmative**” basis. The vote will stand (i.e. the motion will be passed) when all members express their vote to the requested decision

The following issues are practiced though Affirmative Voting Rule:

- Election of the EMRC’s Board Member and Alternate
- Revision of EMRC’s Governance Framework

Meetings

Meeting Procedures

Members of the Constituency are eligible to attend a Board Meeting as part of the Constituency Delegation and up to 7 additional representatives of the Constituency can attend along with the Board Member, Alternate and Focal Point. Members of the Constituency will have the opportunity to attend Board Meeting on the basis of responses received to the call for expressions of interest to attend Board Meetings circulated by the Focal Point, as described further in this Chapter.

The Focal Point has the responsibility to register the delegates attending the Board meeting in the Global Fund's BM Registration system. Only delegates who have been registered by the Focal Point can attend the Board Meeting.

Pre-Board meeting

All members of the Constituency will have the opportunity to attend pre-Board consultation meetings organized in the constituency by the CFP.

- i. CFP will send agenda and related documents to delegates at least 14 days prior to the meeting
- ii. The Constituency members are required to review agenda and send their comments at least 7 days before the meeting.
- ii. On request, delegates will be required to present a paper and conduct discussions at the pre-Board meeting session as required.
- iii. CFP will prepare travel and other logistic arrangements including sending invitation letter, seek support documents for visa applications as necessary, arrange for funding support according to the Global Fund regulations.

Board Meeting

- i. The presence of the Board Member, Alternate and Focal Point is mandatory to attend Board Meetings
- ii. All countries will be invited to nominate one delegate from their country
- iii. Up to seven delegates will be selected on the basis of expression of interest from the country, and justified by their individual active participation. The financial support of participation is dependent on availability of funds.

- iv. The Board Member, Alternate and CFP will together decide on the composition of the constituency delegations to attend each Board Meeting that year.

Delegation Selection Process

- *Call for expressions of interest* to participate at the Global Fund Board Meetings is made by the Constituency Focal Point. The call may also refer to other governance events known at the time of the call. The call is accompanied by a list of previous attendees to Board Meetings
- The call shall indicate the due date at the end of which no submissions shall be entertained
- Once the Constituency Focal Point has received names he / she shall consolidate the submissions by country and name, indicating previous attendance at Board Meetings
- The Board Member, Alternate and Constituency Focal Point choose Board Meeting delegates among this list
- Priority will be given to delegates from countries who had not attended any board meetings in the previous year.
- Delegates from countries with specific issues to bring up at the Global Fund Board shall be considered
- Delegates should have the competencies spelled out in chapter 2.

Meetings of Board Committees

- i. Committee meetings are held twice or three times a year. They usually take place in Geneva and are for 2-3 days
- ii. Constituency representatives at committees are responsible to communicate to the Constituency Focal Point on important issues and agenda items and to summarize the outcomes of Board committee meetings. The focal point will disseminate information to the BM, ABM and Constituency members and collect feedback.
- iii. The focal point reports this feedback to Constituency representative at Board Committee to use or present at the committee meeting
- iv. Constituency Committee Members will report back to constituency Focal Point the results of the interventions to be communicated with BM, ABM and the constituency members.

Formulation of Constituency positions

- i. When a position is under discussion the Constituency Focal Point will summarize all related documents and circulate them to the Constituency members
- ii. Then Constituency members shall have a minimum of 1 week to consult with their respective Constituency and provide their points of view
- iii. Upon receipt of the positions of the Constituency members, and if the consensus is not apparent from the email communications, the focal point shall immediately schedule an in-person or teleconference meeting to align the positions and formulate a joint position
- iv. The focal point informs the Global Fund OBA (or the relevant body) of the common position of the Constituency by the established deadline

Financial Resources

The Global Fund provides funding in support of the active engagement of implementing constituencies in Global Fund governance. This financial support covers administrative costs, conference calls and/or meeting space.

Immediately prior to Board Meetings arrangements are made for the travel and subsistence of the Board Member, Alternate and Constituency Focal Point. Travel and subsistence cost of Constituency representatives to committee meetings are also met by the Global Fund Secretariat. When required to attend meetings for or on behalf of the Constituency, associated costs for the Board Member, Alternate and Focal Point will be covered by the Global Fund Secretariat.

Membership of the Constituency Delegation is voluntary, thus no remuneration is given other than that of DSA (per diem) and the travel cost for the journey. No resources are allocated to performing the tasks and functions of delegation participation; therefore it is strongly encouraged that the delegation member has or receives (from his/her country) adequate financial and human resources to carry out emailing, internet access, occasional phone calls and printing some documents to review.

In accordance with the Global Fund Board decision, the Constituency will receive a needs-based budget (currently fixed at 100,000 USD) per year to cover operating costs, communication and some travel costs of the additional members of the delegation to the Global Fund Board meetings. How this budget is spent is the

prerogative of the Constituency as per its three-year work-plan and budget which will be endorsed by the whole constituency.

Board Member and Alternate Board Member should advocate and seek for financial support from other potential donors globally or regionally to cover some specific needs in the constituency. The Constituency Focal point will ensure all other resources are transparently reflected in the constituency work-plan and financial reports.

Accountability

The Constituency members are responsible for ensuring that their representatives are performing their duties satisfactorily. They may delegate to the Ethics & Governance Committee or the Constituency Focal Point the conduct of an annual review to ensure that:

- The representatives are taking Constituency priorities into account when discussing Board agenda items
- Good communication practices are maintained among Constituency members
- All decisions are made through consensus or through other mechanisms foreseen in this framework

The Constituency Focal Point will publish an action plan at the beginning of the year and provide a performance report on it once a year to the Constituency members as well as an annual constituency financial statement to the constituency and the Global Fund Secretariat.

Constituency's endorsement is needed if the shift from one budget category to another represents more than 25% of the yearly budget. Other smaller reallocations will be done jointly by the BM, AMB and CFP.

Revision of Governance Framework

The Constituency Governance Framework should be reviewed from time to time to reflect the changes and developments that occur. Constituency Focal Point should review the manual and update it as necessary every two years or as and when deemed appropriate by the BM/ABM/CFP and make recommendation for changes to be endorsed by the Constituency members. Changes to the manual shall be endorsed within the deadline of 1 month through an Affirmative Rule with simple majority.

Entry into Force

This document entered into force on 11 June 2017 upon endorsement by the majority of Constituency members through 8 affirmative and 1 negative votes and 4 non-objections.

Annexes

List of current representing officials and designated focal points

Sample ToR for Constituency Focal Point

List of current representing officials and designated focal points

Country/Body	Name	CCM Role	Voting	Focal Point	Email
Afghanistan	Najibullah Safi	CCM member	✓	✓	najibullah.safi@gmail.com
	Ahmad Jan Naeem	Chair of CCM	✓		ahmadjn@hotmail.com
Djibouti	Ahmed, Saad Sultan	Chair of CCM	✓	✓	ahmed_saad_sultan@yahoo.fr
	Ahmed Robleh Abdilleh				ahmedroblehabdilleh@gmail.com
	Bahya Mohamed Ahmed			✓	bahyamoh@hotmail.com
Egypt	Mohamed Awad Tageldin	Chair of CCM	ü		mohamedawadtag@yahoo.com
	Mohamed El Teriaky			ü	elteriaky@gmail.com
Iran	Dr Mohamed Mehdi Gouya	CCM Vice Chair	✓	✓	mgouya57@gmail.com
	Ms Nahid Modarresi	CCM Focal Point		✓	nmodarresi@yahoo.com
Iraq	Thamer Kadhun Al-Hilfi	ViceChair	✓	✓	alhilfit@who.int
	Dr Adila Hamoud Hussein	Chair of CCM	✓		adela_hamood@yahoo.com
Morocco	Zoubida Bouayad	CCM Chair	ü		sostbmr@yahoo.fr
	Pr Abderrahmane Maaroufi	CCM Member, PR	ü		delmmaaroufi@gmail.com
	Mustapha Ouchrahou	Chargé du Secrétariat		ü	csp.ccmmaroc@gmail.com
Pakistan	Dr Sajid Ahmed	CCM Coordinator		✓	sajid_ahmad75@hotmail.com , sajid@ccmpakistan.org.pk
	Dr Kalsoom Akhtar	ViceChair	✓		drkulsoom_akhtar@yahoo.com , activehelp@gmail.com
Palestine	Dr Jawad Awwad	Minister of Health			minister-of-health@moh.ps
	Dr Assad Ramlawi	Deputy Minster of Health			ramlawi_asad@hotmail.com
Somalia	Dr. Abdullahi Hashi Ali	Chairman	✓		drhashi4@hotmail.com
	Mr. Yussuf Mohamed	GFSC Coordinator		✓	assistant@gfscs.org
	Mohamed Hagi Abdinur	DG health	✓		minister@moh.gov.so, mabdinur@gmail.com
Sudan	Abdalla Osman	Vice Chair	✓		abdalla.sd52@gmail.com
	Sara Osman	focal point		✓	sara.m.osman@gmail.com
Syria	Dr. Ahmed Dmiereih	Vice Chair	✓		dr.admiereih@gmail.com
	Dr. Hazem Bakleh	Chair of CCM	✓		bakleh.h@gmail.com
	Dr. Jamal Khamis			✓	Jamal.khamis@ymail.com
Tunisia	Dr. Ahmed Maamouri	CCM coordinator		✓	ahmed.maamouri@hotmail.fr
	Dr Mohammad Chakroun	CCM Chair	✓		mhdchakroun@gmail.com
Yemen	Abdulhaleem Abdulkareem			✓	haleemakareem@yahoo.com
	Dr Ghazi Ismail	Minister of Health/ CCM chair	✓		ghazi2100@hotmail.com
Jordan	Nadia Abu Sabra			✓	femaletb@yahoo.com
	Fahd, AlAjeh	CCM Vice-chair	✓	✓	dr.ejeh@yahoo.com
	Dr Mahmoud Al-Sheyyab	Minister of Health	✓		msheyyab@just.edu.jo
MENA HRA	Elias Georges, Al Aaraj	Principal Recipient		✓	eaaraj@menahra.org
	Fatima Asoub	Principal Recipient	✓		
Lebanon	Dr Mostafa El Nakib	MoH		✓	docstevee@gmail.com
Libya (Benghazi)	Dr. Omar Bashir Al-Taher	Minister of Health	✓		
Libya (Tripoli)	Dr Ali Mohamad AbuSaada	Minister of Health	✓		
Libya (Tripoli)	Dr Abdulhakim Atiwa	DG International Cooperations		✓	abdulhakim.atiwa@gmail.com

Sample ToR for Constituency Focal Point

I. Position Information

Job code title:	Constituency Communication Focal Point
Contract modality:	Service Contract
Level:	SC8
Duration:	24 months
Supervisor:	EMR Constituency Board Member
Location:	Office of GF Board Member, International Affairs Department, Ministry of Health & Medical Education, Iran

II. Organizational Context

Established in 2002, the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) is a unique global public/private partnership dedicated to attracting and disbursing resources to prevent and treat HIV and AIDS, tuberculosis (TB) and malaria

To carry out these responsibilities, the Global Fund organized itself from the outset with clear participatory and balanced governance policies and guidelines. The overall system of the Global Fund is led by the Board. The Board is composed of twenty voting members, including representatives of donor and implementing countries, non-governmental organizations, the private sector (including businesses and foundations) and affected communities. Key international development partners equally participate in the Board. Countries of the region defined as the Eastern Mediterranean Region (EMR) which are eligible to receive Global Fund grants form a constituency and as such have a voting seat on the Board among the ten seats of the implementer bloc. Each constituency has representatives at the Global Fund Board: the Board Member and his/her Alternate, assisted by the **Constituency Communications Focal Point** (CFP). The principle representative of the constituency serves as the voting member on the Board and is responsible to represent the position of the constituency in the Board Meeting.

In line with the EMR Constituency Governance Framework, upon end of term of the previous Board Member (in December 2014), through a voting process Dr Mohsen AsadiLari from Iran was selected by EMR constituency members to represent the region at the Global Fund Board. In order to duly represent the position of the region in the Board Meeting. The Board Members and Alternate Board Members, with support of **Communication Focal Point** are responsible for communicating with the governments, the Country Coordination Mechanisms, institutions and organizations of the constituency they represent, as well as with the Global Fund Secretariat and with their fellow Board Members

To this end, UNDP Iran (as Constituency Funding Recipient Organization) supports the Board Member to engage a Communication Focal Point, who under the guidance and direct supervision of the Board Member will be responsible to facilitate effective information flows backs and forth between the Board Member and Alternate, the Constituency members, Office of Board Affairs and the Global Fund Secretariat.

III. Functions / Key Results Expected

Summary of key functions:

- Enhancing partnership and networking among the EMRC members
- Design and maintenance of the communication channels and materials
- Provision of top quality technical support to the constituency representatives
- Facilitation of knowledge building and knowledge sharing
- Facilitate elections of constituency representatives according to the EMRC governance Framework

1. **Enhancing partnership and networking among EMRC members**

- Under supervision of EMR Board Member and in consultation with Alternate Board Member develop the network of contacts and maintain distribution lists for these contacts including designated governance contact persons within the CCMs, to ensure information related to the Global Fund is widely distributed.
- Support EMR Board Member, alternate, committee members and delegates in preparation and attending meetings of board, committees and other relevant meetings
- Support EMR Board Member and Alternate Board Member to communicate and coordinate with the Global Fund Secretariat, committee members and constituency members.
- In consultation with supervisor, ensure that all non-confidential communication from the Global Fund Board and Secretariat are distributed to all contacts within the constituency. Circulate all documents and materials to constituency official representatives for their respective deliberations and circulate relevant communications to the full constituency as necessary.
- Regular communication with Chair and Vice Chair of CCMs in member countries to convey, summarize and communicate probable challenges and issues, grant applications, best practices, etc.
- Under supervision of The Board Member and Alternate Board Member Prepare annual work plan of the constituency in consultation of

2. **Design and maintenance of the communication channels and material**

- Conduct communications need assessment of the EMRC and provide advice on most effective communication means.
- Implementation of communication strategies to ensure smooth flow of information within the EMRC network.
- Liaise with Board Member, and Alternate Board Member for day-to-day management of tasks.
- Manage and maintain a web portal for information sharing within the Constituency.
- Management of EMRC web portal to ensure consistency and completion of the materials.
- Preparation of the content for the web site.
- Any other relevant task to be assigned by the Board Member

<p>3. Provision of top quality technical support to the constituency representatives</p> <ul style="list-style-type: none"> ▪ Keep abreast of EMR Constituency Governance Framework and ensure full compliance with the Framework. ▪ Develop a network of expertise and knowledge within the Constituency to ensure that all available resources are drawn on it in the development of Constituency positions related to the Global Fund ▪ Share Board's decisions and related propositions and background documents with EMRC members and seek technical inputs to make appropriate decisions by Board Member and Alternate Board Member. ▪ Prepare talking points, concept notes, minutes of meetings, or any other document that may be required for Constituency Meetings, Pre-Board Meetings, or Board Meetings. ▪ Be the catalyst for and the repository of Constituency opinion and position on Global Fund matters. These positions should be developed in a broadly consultative manner. ▪ Close collaboration and coordination with UNDP as Funding Recipient Organization for the expenditure to be incurred from the Constituency budget. ▪ Facilitate and organize meetings and technical workshops in the Constituency. ▪ Based on the constituency work plan organize situation analysis of EMR Constituency countries which will go through post-GF grants transitional period.
<p>4. Facilitation of knowledge building and knowledge sharing</p> <ul style="list-style-type: none"> ▪ In consultation with Board Member and Alternate Board Member liaise with CCM focal points of Constituency countries to identify, analyze, and present their challenges as well as best practices to the Board Member. ▪ Facilitate knowledge and experience sharing within the EMRC. ▪ Seek opportunities for professional growth through active learning. ▪ Any other task related to knowledge sharing and knowledge building to be assigned by the Board Member
<p>5. Facilitate elections of constituency representatives according to the EMRC Governance Framework</p> <ul style="list-style-type: none"> ▪ Process nominations and election of Constituency Board Member and Alternate Board Member ▪ Process nominations and election of Board Committee Members ▪ Process nominations and election of Constituency Delegates to Board Meetings

IV. Impact of Results

The key results have an impact on the success of the Board Member/Alternate Member in representation of the Constituency in the Global Fund Board

V. Competencies and Critical Success Factors

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda

Level 1.2: Preparing information for advocacy

- Identifies and communicates relevant information for a variety of audiences

Results-Based Programme Development and Management

Level 1.2: Contributes into results through primary research and analysis

- Assesses project performance to identify success factors and incorporates best practices into project work
- Researches linkages across programme activities to identify critical points of integration
- Monitors specific stages of projects/programme implementation

Building Strategic Partnerships

level 1.2: Maintaining a network of contacts

- Maintains an established network of contacts for general information sharing and to remain up-to-date on partnership related issues
- Analyzes and selects materials for strengthening strategic alliances with partners and stakeholders

Innovation and Marketing New Approaches

Level 1.2: Enhancing processes or products

- Generates new ideas and proposes new, more effective ways of doing things

Promoting Organizational Learning and Knowledge Sharing

Level 1.2: Basic research and analysis

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things

Job Knowledge/Technical Expertise

Level 1.2: Fundamental knowledge of own discipline

- Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments

Global Leadership and Advocacy

Level 1.2: Preparing information for global advocacy

- Identifies and communicates relevant information for advocacy for a variety of audiences

Client Orientation

Level 1.2: Establishing effective client relationships

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines

Core Competencies:

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others.

Promoting learning and knowledge management/sharing is the responsibility of each staff member.

- Informed and transparent decision making

VI. Recruitment Qualifications	
Education:	Master's Degree or equivalent in health, social science or related field. Doctorate in Medicine will be plus.
Experience:	At least two years of relevant experience at the national or international level in providing management advisory services and hands-on experience in communication and international program management Experience in the use of computers and office software packages and handling of web based communication systems.
Language Requirements:	Fluency in English. Understanding French and Arabic will be advantage.