

# Constituency Governance Framework

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## **Acknowledgments**

The purpose of this Governance Framework document is to provide direction to our constituency towards a practical and autonomous governance concept. It provides operational and communication guidelines that facilitate the work of the Board Member, Alternate Board Member and Communication Focal Point of the Constituency. It aims to raise the profile of the Eastern Mediterranean constituency of the Global Fund Board at the regional and the international levels.

I would like to express my gratitude to the Constituency governance task force Dr Kakhera Rashidi and Mr Mohammad Arif Hemat (CCM Afghanistan), Dr Gholam Reza Heidari (CCM Iran), Mr Mohamed Ridah Baklouti (CCM Tunisia) and Dr. Sara M. Osman (CCM Sudan) for their support given to the process of development of this framework manual. The contribution of the Global Fund Secretariat is acknowledged for the pivotal role in providing technical input into the initial draft discussed in Khartoum, and materially supporting the process at the Tunis meeting through to the finalization of this important document. My gratitude also goes to the Dr Abdalla S. Osman the Communication Focal Point for the constituency for initiating and coordinating the process of development of this framework until its final stage. And to all those who provided support, talked things over, read, wrote, offered comments, translated and assisted in the editing, proofreading and design. Special thanks to the constituency members who meet at Tehran who approved this valuable document.

Sincerely,



Bahar Abu-Garda  
Minister of Health of Sudan  
Global Fund Board Member  
2012 – 2014



**Preface**

**ABBREVIATIONS AND ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
CCM	Country Coordinating Mechanism
CFP	Communications Focal Point
CV	Curriculum Vitae
EMR	Eastern Mediterranean Region
HIV	Human Immunodeficiency Virus
NGOs	Non- Government Organization
TB	Tuberculosis
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 are eligible to receive Global Fund grants together form a Constituency and have a voting seat on this Board among the ten of the implementers group.

Each Constituency has permanent representatives at the Global Fund Board: the Board Member and his/her Alternate, assisted by the Constituency Communications 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 Communications Focal Point. This group of ten is referred to as the Constituency delegation.

The elected representative of the Constituency serves as voting member on the Board and is responsible to represent the position of the region in the Board Meeting and to cast a vote on all necessary Board Decisions. The vote is accounted as the position of the Constituency. Voting takes place not only at Board Meetings, but also by electronic consultation.

### **Why 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, for use particularly by current and future constituency communication focal

points, will add value to the Global Fund's governance in general and the institutional memory and operational effectiveness of the Eastern Mediterranean constituency.

The purpose of this document is to present the governance concept, operational and communication guidelines that facilitate the working of Board Member, Alternate Board Member and Communication Focal Point of the Constituency. This governance framework manual document 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.

This Framework is of special relevance to the constituency communications focal point and to the designated recipient organization 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 Documents” of the Global Fund, always available online at [www.theGlobalFund.org](http://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 an autonomous 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 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 whole.

### **Vision, Mission and Goal**

- i. *Vision:* The countries of the region are freed of the epidemics of HIV and AIDS, TB and malaria and have strong health systems.
- ii. *Mission:* To advocate, convey and actively represent the programmatic, policy and financial interests of all stakeholders (governments, civil societies, private sectors and people infected and affected by HIV/AIDS, tuberculosis and malaria) of the region in a democratic, inclusive and transparent fashion 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.
- iii. *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 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.

## Chapter 2

### **Constituency Composition, Roles and Responsibilities of Representatives**

#### **Constituency members (as of October 2014)**

In general, the Constituency members are those countries eligible for Global Fund grants which are in the defined WHO regional grouping known as the Eastern Mediterranean Region (EMR). As of October 2014 the following countries are the Constituency members:

Afghanistan	Palestine
Djibouti	Somalia
Egypt	Sudan
Islamic Republic of Iran	Syria
Iraq *	Tunisia
Morocco	Yemen
Pakistan	

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

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

### **Key Competencies for all Representatives of the Constituency**

#### ***Key competencies for Board member and Alternate Board member representative the EMR constituency;***

##### ***Technical Competencies:***

- i. In-depth understanding of and personal commitment to the Global Fund principles, core values and mission.
- ii. Sound knowledge of the Global Fund and its policies and procedures;
- 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.
- v. Strong analytical and organizational skills;
- vi. Proven accountability, commitment and decision-making abilities;
- vii. Expertise and experience in conflict resolution and creative 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

***Key competencies for delegation members and committees members representative the EMR constituency;******Technical Competencies:***

- i. In-depth understanding of the Global Fund principles, core values and mission.
- ii. Sound knowledge of the Global Fund and its policies and procedures;
- 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.
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***Leadership Competencies***

- i. Recognized leader in the Constituency, with capacity and authority to represent it
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- v. Ability to act as an ambassador and advocate and to represent the cause at a senior level
- vi. Integrity and trust

❖ ***Constituency representation responsibilities are exercised voluntarily – members do not receive remuneration for their time.***

## **Representation and Roles of Constituency members**

### ***Representation of Constituency members***

As a Constituency member, each country shall identify a government department, ministry or agency responsible for leading discussions on Global Fund decisions that affect the Constituency. Each Government with Country Coordination Mechanism shall appoint together a governance contact person for Global Fund governance matters.

### ***Roles of Constituency members at country level***

Members of the Constituency have the following responsibilities at country level:

- i. Ensuring country level consultations on key Global Fund decisions
- ii. Participating in Global Fund Constituency activities, including selecting representatives
- iii. Ensuring accountability and assessing the performance in Global Fund processes of the Constituency representatives
- iv. Endorsing the approved Constituency work plan and budget

## **Roles, Responsibilities of Representatives**

The work of the Constituency is coordinated by the Board Member and Alternate Board Member. Information on the work of the Constituency is disseminated by the Communication 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 Members and Alternate Board Members are responsible for communicating with the governments, the Country Coordination Mechanism, institutions and organizations they represent, as well as with the Global Fund Secretariat and with their fellow Board Members.

The Constituency Communications Focal Point facilitates all aspects of this communication through his/her office (which may be the Secretariat of the respective Country Coordinating Mechanism) with the support of additional adequate number (2-3) of technical staff.

### **Role and Responsibilities of the Board Member**

- i. Provide leadership and strategic vision for the Constituency, maintaining focus on Constituency priority issues
- ii. Commit significant time to the Global Fund activities (approximately one week per month according to 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 to three days plus travel time. Retreats of one or two days or so may take place occasionally.*)
- iv. Read all relevant documents prior to a Board Meetings to ensure effective input into the decision making process
- v. Participate in teleconferences and other virtual means of communication among Board Members
- vi. Vote on all electronic Board decisions
- 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

## **Role and Responsibilities of the Communication Focal Point**

The Communication Focal Point is key to ensuring effective information flows back and forth between the Board Member and Alternate, the Constituency members and the Global Fund Secretariat. S/he is key in ensuring the broader dissemination of information within the Constituency. S/he is expected to:

- i. Commit significant time to Global Fund activities (approximately one week 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. 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
- 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

## **Roles, Responsibilities of Delegation members**

### **Roles of Delegation members**

- i. Each Constituency is allowed to attend Board Meetings with seven delegates in addition to its basic team of Board Member, Alternate Board Member and Communications Focal Point
- 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 delegates, devoted to the success of the Constituency in documenting Constituency points of views that will be further conveyed by the Board Meeting
- iv. Delegates are volunteers and should remain committed to their Constituency and their representatives beyond Board Meetings
- v. The members of the Constituency delegation are expected to work closely with the Board Member, Alternate and Communication Focal Point and will work primarily through e-mail and conference calls. The primary role of all delegation members is to provide 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. Actively participate in discussions on the agenda items that are related to the Constituency
- iv. Reply to all communications addressed to them in a timely manner within the time frame requested;
- v. Inform if there is a conflict of interest regarding decision-making processes, and recuse him/herself from the process; and
- vi. Keep pre-Board documents confidential

### **Functions, Authority, Roles and Responsibilities of Committee members**

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.

The Board has standing committees among. At the time of committee renewal, Constituencies are asked to provide names of potential committee members for appointment by the Board Chair. Nominees of Board constituencies are distributed among the committees for effective participation, with balanced representation of the two blocs.

### **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 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 Communication Focal point

## **Chapter 3**

### **Selection of Constituency Representatives to 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 stakeholders (the 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 Constituency representation cycle includes training and orientation of newly elected representatives.

#### **Selecting the Board Member**

##### ***Call for Nominations***

- The Communications Focal Point office 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 four 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.
- The call asks for possible Constituency representatives to the Global Fund Board to be identified.
- 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 Communications Focal Point

## Role and Responsibilities of CFP in nomination process

### Role of CFP in nomination

- Review the nominees' input documents
- Summarize their input and indicate nominations which are eligible and not eligible for selection and give reasons
- Share results and final list of eligible nominees to Constituency members
- Any CCM governance contact person may contest the ineligibility of its nominee within 72hours, CFP to reply within 72hours
- Second apple not accepted.

### ***Submission of Nominees for Constituency Representation positions***

- Nominations for Constituency representation are not made by individuals or organizations
- Each country wishing to nominate shall establish internal consultation between the Government and CCM
- Nominations are based on competencies and experiences described earlier
- The nomination documents shall consist of the CV and letter of commitment of nominated person, letter of recommendation from the government to indicate the person is accountable from the country

### Illustration of the transition to hand over period representation cycle

Board Member	Z	A	A	A	C	C	E	E
Alternate Member	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 + Fany 5
Year	December 2014 term of Y, Z ends. Constituency elects A and B	2015	2016 December 2016 election of C and D	2017 Hand over period	2018 December 2018 election of E and F	2019 Hand over period	2020 December 2020 election of G and H	2021 Hand over period

## ***Voting***

- i. The (Communications Focal Point)(search committee) shall summarize all the nominations indicating level of seniority, CV, assessment of the commitment to support the nominated person from the country
- ii. The summary will be circulated to the Constituency members for input, comments and proposals for candidates to be voted on
- 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 all countries in the Constituency including the nominated countries and those of sitting representatives
- v. Each member country will vote for a total of two candidates
- vi. Voting may be electronic (by email) or at a Constituency meeting. The person with the highest number of votes on the list becomes the Board Member and the second highest will be the Alternate
- 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 two candidates or more obtain equal number of votes, constituency revote between them again within 24 hours.

## ***Replacing a Board Member before end of term***

- If the Board Member 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.
- If the Alternate becomes unavailable, the same process applies and the person with the next highest number of votes in the previous election is appointed to the position.

## **Selecting the Alternate**

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.

## **Selecting the Focal Point**

The Focal Point is from the Board Member's country and organization, to facilitate reliable communications.

## **Constituency Nomination of Global Fund Committee Members**

### ***Call for applications***

- The Communication Focal Point, in consultation with the Board Member, shall identify major areas that need expertise and call for the submission of names from countries
- Each country will submit at most two names per expert area
- The call for expression of interest shall also be circulated to those individual experts in the database

### ***Short-listing***

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

### ***Final nominations***

- The shortlisted candidates plus all the submissions shall be circulated to all Constituency members for information, comments and endorsement
- For each call from the Global Fund, the Constituency shall present two names in order of preference

## **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 in term of translation all essential documents to disseminate it with all state members and observer members in the constituency.

#### **Communication Process**

##### ***General communication process***

- i. The Communication 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 report to the Global Fund Secretariat on governance matters on behalf of the Board Member and Alternate.
- 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 Communication Focal Point circulates information on an upcoming Board Meeting to each CCM Secretariat governance focal point
- ii. The Communication Focal Point will forward the Board agenda and documents to the Constituency via the CCM Secretariat governance contact point
- iii. The Communication 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 Communication Focal Point will communicate with the Constituency on important issues and assist in the development of positions and comments on Board decisions

- ii. The Communication 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

### ***Board Committees***

- i. Constituency representatives at committees are responsible to communicate to the Constituency Focal Point on important issues and agenda items. The focal point will disseminate information to the Constituency members and collect feedback. Committee meetings are held twice or three times a year. They usually take place in Geneva and are for 2-3 days
- ii. The focal points reports feedback to Constituency representative at Board committee to present at the committee meeting

### ***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 annually by the Focal Point.

The focal Point has the responsibility to register the delegates attending the Board meeting. 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. The Focal person will send agenda and related documents to delegates at least 20 days prior to the meeting
- ii. The Constituency members are required to review agenda and send their comments at least 10 days before the meeting.
- iii. On request, delegates will be required to present a paper and conduct discussions at the pre-Board meeting session as required.
- iv. 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 Focal Point will together decide once a year on the composition of the constituency delegations to attend Board Meetings that year

### **Delegation Selection Process**

- Annual *Call for expressions of interest* to participate at the Global Fund Board Meetings that year is made by the Constituency Focal Point. This call may also refer to other governance events known at the time of the call. The call is accompanied by a schedule 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 focal point has received names he / she shall consolidate the submissions by country and name, indicating previous attendance at Board Meetings
- The list shall be circulated to all Constituency members for input and comments before the finalization
- The Board Member, Alternate and Constituency Focal Point choose Board delegates
- The process of choosing delegates should ensure in general that the competencies spelled out earlier are present in the delegation
- Delegates from countries with specific issues to bring up at the Global Fund Board shall be considered

### ***The nominated delegate should have:***

- Understanding of the scope of work of the Global Fund and opportunities it presents, particularly issues related with HIV/AIDS, TB and Malaria.
- Understanding of the implications of the Global Fund decisions for countries of the Constituency.
- Delegates should have the competencies spelled out in chapter 2.

### **How is a Constituency position formulated?**

- 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 (1-2) weeks 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 Secretariat of the common position of the Constituency by the established deadline for response

### **Financial Support**

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, for which no remuneration is received. No resources are allocated to performing the tasks and functions of delegation participation; therefore it is strongly encouraged that the delegation member has or finds 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 US\$ 80,000 per year to cover operating costs, communication and some travel costs of the additional seven members of the Delegation. How this is spent is the prerogative of the Constituency.

### **Accountability**

The Constituency members are responsible for ensuring that their representatives are performing their duties satisfactorily. They may delegate to the Search 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 in transparent voting process

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

### **Revision of Governance Framework**

The Constituency Governance Framework should be reviewed from time to time to reflect the changes and developments that occur. Members should review the manual and update it as necessary every two years and make recommendation for changes to be endorsed by the Constituency members. Changes to the manual shall be endorsed by a simple majority of the Constituency members.

### **Entry into Force**

This document shall enter into force upon endorsement by the Constituency members.