



EASTERN EUROPE AND  
CENTRAL ASIA CONSTITUENCY  
OF THE BOARD OF THE GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA

**EASTERN EUROPE AND CENTRAL ASIA  
CONSTITUENCY OF THE GLOBAL FUND TO  
FIGHT AIDS, TUBERCULOSIS AND MALARIA**

**OPERATING POLICIES AND  
PROCEDURES**

**2023**

These Operating Policies and Procedures are drafted in compliance with and following the provisions of the Global Fund Board Operating Procedures<sup>1</sup>, and the Guidelines on Constituency Processes adopted by the Board.

## **1. Goal and Objectives of the Constituency**

**1.1.** The Eastern Europe and Central Asia (EECA) Constituency is established and operates in the interest and support of the EECA region and its member countries to address TB, HIV and malaria epidemics, while implementing local and regional initiatives, which are cofunded by the GF and partner donors and are aimed at strengthening the TB/malaria control and reducing the AIDS related mortality in the region.

**1.2.** Objectives of the Constituency include information exchange, coordination, elaborating common position on Global Fund and Board activities, pleading for the EECA priorities in GF decision making processes and meaningfully contributing to organizational matters regarding the Board's operation.

## **2. Constituency Composition and Membership**

**2.1.** EECA Constituency is an open group of countries, which expressed their wish to be included in the group, who have either currently or previously been recipients of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) grants. EECA Constituency membership and involvement is not remunerated and represents a voluntary contribution of the country representatives in the activity of the Constituency. It is a governmental constituency which is made up of 22 countries (the countries are listed in Annex 1), which ensure an operational Country Coordinating Mechanism and/or other forms of national platform for multisectorial decision-making processes.

The official representative of the country in the Constituency is the representative of the government sector. At the same time, EECA Constituency has established a good practice of engaging and having civil society representatives serve as a country representative alongside government counterparts.

**2.2.** Mandate of the EECA Constituency members is 4 years with possibility of extension. The Constituency shall be able to advise respective CCM/MFA/Ministry responsible for public health to recall the member if he/she does not meet requirements.

In case a Constituency member is recalled/leaves his seat in the Constituency, the EECA Board Member shall instruct the Technical Support Office to contact the

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<sup>1</sup>“Operating Procedures for the Board and Committees” are available at:  
<http://www.theglobalfund.org/en/board/?lang=en>

CCM/MFA/Ministry responsible for public health, and duly inform these country authorities on that.

Inclusion of new members in the Constituency which may submit their membership requests will be subject to prior confirmation of their compliance with the Constituency Operating Policies and Procedures and approval of the EECA Constituency Leadership Group, as well as other formal arrangements of the Constituency if necessary.

English is the official working language of the Global Fund and the EECA Constituency and all documents and correspondence are conducted in English. Fluency in English language is an important condition for effective work of members of the Constituency and is strongly recommended.

**2.3.** The former Board Leadership (Chair/Vice Chair of GF Board) shall serve in the capacity of the advisor to the EECA Constituency membership in particular to the Board Member and Alternate Board Member.

#### **2.4. Election/Delegation of EECA Constituency members**

The general principles for the presentation of nominees for EECA Constituency membership are as follows:

- Pre-requirement for country to be a member of the EECA constituency is implementation of at least one programme funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria;
- The nominees are delegated by their respective Country Coordinating Mechanism/Ministry of Foreign Affairs/Ministry responsible for public health by submitting the Letter of Interest approved by the CCM/MFA/Ministry responsible for public health and the nominee's Curriculum Vitae. This means they are authorized for decision making by the respective CCM/MFA/Ministry responsible for public health;
- If additional consultations are required, the nominees can discuss it within the respective CCM/MFA/Ministry responsible for public health and inform the EECA Constituency on the final decision;
- Countries without CCM can be represented in EECA Constituency by the delegates authorized by the government bodies in charge of coordinating national programs for TB, HIV and Malaria. The representatives from the countries without CCM shall submit a support letter reflecting approval and support by one of the government entities such as the Ministry of Foreign Affairs or Ministry responsible for public health, signed by the Minister representing the country in EECA Constituency. EECA Constituency Leadership Group shall initially review the submitted documents and analyze the nominee's key competencies including the related knowledge, experience, languages skills and abilities;

- Preliminary technical contacts, including interviews, with the nominees for membership shall be initiated via electronic means of communication (conference call), conducted by the EECA Constituency Leadership Group;
- After the interview, the nominee's documents and input from the EECA Constituency Leadership Group will be communicated to the EECA Constituency for the further decisions and approval. The final approval can be conducted electronically or during the following EECA Constituency meeting, by simple majority;

**2.4.** Decisions within the Constituency shall be made by consensus or in case no consensus is reached - by simple majority voting.

Each country can be represented by two delegates from two sectors: one representative of the government sector and one representative of the civil society. Both representatives from the country are encouraged to help facilitate different perspectives in decision making and discussions.

Each country has only one vote in the Constituency deliberations.

The representative of the government sector is authorized for voting in Constituency deliberations. The authorization to vote at a specific meeting of the Constituency may be delegated to a representative of the civil society sector, if personal participation of a representative of the government sector of a country in this meeting is not possible.

The Technical Support Office covers the participation costs of the representative of the government sector in the meeting of the Constituency. Funding for the participation of a civil society sector representative is subject to resource availability or can be provided from other sources.

**2.5.** Responsibilities of the EECA Constituency members:

The EECA Constituency members should carry out the following duties:

- to participate in annual Constituency meetings, or if unable to participate, provide their alternate member to participate;
- to be actively involved in constituency meeting dynamics, agenda development and discussions of upcoming issues;
- to actively participate in the realization of Constituency objectives and functions;
- to be active in the joint discussions during the meetings and online consultations;
- to cooperate closely with the EECA Constituency Leadership Group and Technical Support Office;
- to be involved in the preparation process for the Global Fund's Board meetings while providing his/her feedback to the meeting agenda topics and provide input to EECA Constituency contribution in the activity and decision making processes carried out in the standing committees of the Global Fund Board;

- to enhance skill and knowledge in GF procedures and policies, fundrasing, sustainability issues and risk management. Financial literacy is desirable;
- to report back timely to the respective CCM/MFA/Ministry responsible for public health on regular constituency activities, updated GF policies, procedures and funding opportunities. Submission of evidence is desirable.

## **2.6. Code of Ethical Conducts for the EECA Constituency members**

- Read, be familiar and comply with this Operating Policies and Procedures;
- Act ethically and as positive role models in the context of their membership on the EECA Constituency;
- Support anyone who raises concerns about violations of this document;
- Raise questions and concerns if they become aware of possible violations of the EECA Constituency Operating Policies and Procedures;
- Balance transparency with confidentiality;
- Manage information responsibly;
- Ensure an atmosphere of mutual respect;
- Ensure respect for human and gender rights including non-discrimination.

## **3. Selection criteria for Board Member, Alternate Board Member, Communications Focal Point and Governmental Focal Point**

In the GF Board decision making processes, the EECA Constituency is represented by the Board Member (BM) and/or the Alternate Board Member (ABM).

**3.1.** Key Competencies and Responsibilities for Board Member, Alternate Board Member, Communications Focal Point and Governmental Focal Point are listed in Annex 2 and Annex 3, respectfully. These documents are part of the „Operating Procedures for the Board and Committees“ approved by GFATM.

**3.2.** The Board Member and Alternate Board Member are selected for a three-year term. Representation of the region will strive to rotate every three years between Eastern Europe and Central Asia countries. Therefore, when the Eastern Europe region holds the Board Member position, the Central Asia region will hold the Alternate Board Member position and vice versa. At the same time, the Board Member and the Alternate Board Member can represent the same region based on the EECA Constituency members' agreement and voting.

**3.3.** The Call for Applications for BM/ABM will be released by TSO 3 months before the end of tenure of current BM/ABM. The Call will be shared with current membership of the EECA Constituency and new BM/ABM will be selected from current membership of the EECA Constituency. To be eligible to apply for position of BM/ABM the person must be member of EECA Constituency for a minimum of 1 year and she/he must have regular attendance to the EECA Constituency meetings during that year.

Interested applicants for the position of Alternate Board Member need to submit the following documents:

- a) Letter of Interest, approved by the CCM/MFA/Ministry responsible for public health;
- b) Curriculum Vitae.

**3.4.** In case where there is only one applicant for the Alternate Board Member position, the voting for the proposed applicant will be conducted on a 'no objection' basis, through standard communication channels (the Constituency google group or, if possible, at annual Constituency meetings).

**3.5.** In case there are several applicants for the Alternate Board Member position, the voting will be conducted on an 'affirmative basis'. The applicant with the majority of votes will be confirmed as the Alternate Board Member.

**3.6.** In case no applicant receives endorsement for the Constituency or no applications are received by the set deadline, the Call for Nominations will be repeated.

**3.7.** After three years of her/his mandate, Alternate Board Member shall become the Board Member for a three-year term. The Constituency reserves the right to reconfirm the selection of the new Board Member before the transition from Alternate Board Member to Board Member. The reconfirmation will be voted on a 'no objection' basis, through official channels (the Constituency google group or, if possible, at annual Constituency meetings).

**3.8.** In case the Board Member resigns or is recalled by his/her respective CCM/MFA/Ministry responsible for public health before the end of a three-year term, the country holding the Board Member seat shall be contacted to nominate a new, competent representative, capable to carry out the Board Member mandate till the end of the tenure.

In case this is not possible or the country holding the Board Member seat does not nominate a new representative, the acting Alternate Board Member will be promoted to Board Member and receive a three-year term, starting from the date of confirmation.

In case the acting Alternate Board Member is promoted to Board Member, the Constituency shall select a new Alternate Board Member for a three year period, following procedures stated in paragraphs 3.1. through 3.6. As exception to timelines mentioned in paragraph 3.3, the Call for Nominations shall be circulated as soon as the promotion from Alternate Board Member to Board Member is confirmed.

**3.9.** In case the Alternate Board Member resigns or is recalled by his/her respective CCM/MFA/Ministry responsible for public health before the end of a three-year term, the country holding the Alternate Board Member seat shall be contacted to nominate a new, competent representative to finish the term.

In case this is not possible or the country holding the Alternate Board Member seat does not nominate a new representative, the Constituency shall select an Interim Alternate Board Member from current delegation members by consensus, also taking into consideration the principle of regional rotation and the competences of the candidate.

**3.10.** The EECA Constituency nominates the Constituency Focal Point. The Constituency Focal Point is a person designated by the Board Member for a three-year term. The Constituency Focal Point must have access to reliable communications infrastructures.

In case the Constituency Focal Point resigns before the end of a three-year term, the Board Member shall designate his/her replacement as soon as possible, to ensure effective information sharing.

**3.11.** The Technical Support Office shall, with approval from the Board Member, inform the Global Fund Secretariat and Office of Board Affairs about any changes in Constituency representation in a timely manner.

**3.12. Elected** EECA Constituency positions of BM, ABM and CFP are recognized as formal representatives of EECA Constituency at the Board of the Global Fund. The countries (government or CCM) can not withdraw or change the BM, ABM and CFP elected by EECA Constituency, since those elected delegates are now representatives of EECA region to the GF Board. Upon selection of new Board Member, Alternate Board Member and Constituency Focal Point, newly elected members may request orientation sessions from the Global Fund Secretariat.

#### **4. EECA Constituency Leadership, Representation of the Constituency, Terms of Board Membership**

**4.1.** The Constituency is represented in the Board by the Board Member. In case the Board Member is prevented from representing the Constituency due to valid reasons, the Alternate Board Member shall take this responsibility. In the absence of the Board Member, the Alternate Board Member has the same rights and responsibilities as the Board Member, which are aligned to/derive from the GF Operating Procedures of the Board and Committees . The Alternate Board Member may participate in debates and/or cast votes, when acting as a substitute for the Board Member, on behalf of and upon the latter's request.

**4.2.** To ensure more effective interaction within the Constituency and development of common positions, the Board Member is obliged to organize consultations on key issues. To ensure up to date information sharing and enable informed decision making and coordination, the Board Member should regularly inform the EECA Constituency members on upcoming activities and events in which the EECA Constituency representatives should participate.

**4.3.** Decisions made by the delegates are binding for work with other Global Fund Board Members and Secretariat. The form of Consultation is a good addition to existing forms assisting the development of common position.

**4.4.** EECA Constituency has in place Constituency Leadership Group, composed of 5 members: current Board Member and Alternate Board Member, previous Board Member, Governance Focal Point and a representative from Technical Support Office. If previous Board Member is not available, than the EECA Constituency will select the 5th member from it`s membership.

## **5 . Consultative Working Groups**

**5.1.**The EECA Constituency has three permanent Consultative Working Groups in place:

- a) Strategy Working Group (SWG)
- b) Audit and Finance Working Group (AF WG)
- c) Ethics and Governance Working Group (EG WG)

**5.2.** The Constituency Working Groups shall have Focal Points who will serve as Chairs of the groups: Strategy Focal Point, who is the Chair of SWG; Audit and Finance Focal Point, who is the Chair of AF WG and Ethics and Governance Focal Point, who is the chair of EG WG. The working groups have three members, with a duration of tenure of 2 years. Members of the group will be selected based on their area of expertise. The teams will be available for regular consultations on issues from their portfolio, for other Constituency members and/or other interested parties. Conference calls and/or webinars can be conducted to discuss the upcoming Standing Committee meeting issues in case of necessity.

**5.3.** The groups will assist the Board delegation in preparing discussion points on specific topics from their scope of work, as well as providing advice and counseling on an as-needed basis. These working groups will also help in reviewing documents and preparing specific talking points to the members of Standing Committees as well as Constituency leadership.

**5.4.** The Constituency shall retain the right to establish ad-hoc consultative working groups, based on Constituency needs.

## **6 . GF Committee Membership**

**6.1.** The EECA Constituency will be represented in a maximum of two GF standing committees as stipulated by the GF Board policies (membership on other ad-hoc



committees where the Board specifically provides that membership shall not apply toward this limit).

**6.2.** The Board Member, after consultations with EECA Constituency members, will nominate/replace Constituency representatives to Board Committees in which the EECA Constituency has seats, taking into consideration key competencies and responsibilities of Committee Members (Annex 4) and Expected Minimum Key Competencies and Responsibilities to be reflected among members of each of the Standing Committees of the Board (Annex 5).

**6.3.** The representatives of the Constituency included in Committees must attend the meetings, effectively contribute to the work of the Committee and inform the constituency members on decisions adopted within the respective committee.

## **7. Technical Support Office**

**7.1.** The Technical Support Office is responsible for managing the day-to-day operations of the Constituency.

**7.2.** The Technical Support Office is established within the organization which is designated as the Recipient Organization, as described in the GF Constituency Funding Policy.

**7.3.** Roles and responsibilities of the Technical Support Office include, but are not limited to the following:

- administer Constituency funding;
- communicate with the Global Fund Secretariat and Office of Board Affairs, member CCMs, as well as other interested parties;
- organize annual Constituency meetings and keep meeting minutes, pending approval by the Board Member and/or Alternate Board Member;
- organize travel of delegates funded by the Constituency to Global Fund Board Meetings and other Global Fund events, as required;
- disseminate relevant documentation to Constituency members in a timely manner;
- commission and supervise contracted work;
- provide subsistence allowances to delegates who will travel on behalf of the Constituency, following Global Fund regulations;
- provide technical inputs, capacity development and exchange opportunities on the basis of the specific requirements by Constituency members;
- participate in GF Board meetings and other GF events and inform /provide the constituency members with summaries of meeting discussions and decisions taken;
- provide orientation sessions to new Constituency members.

## **8. Constituency Risk Management**

**8.1.** The Constituency conducts risk assessment and mitigation within its competence. Constituency members are authorized to submit risk statement when a risk affecting GF mission and objectives is identified at national or international level. The Constituency members conduct risk assessment and propose remedy actions. The Constituency adopts reaction (action) plans on identified risks. The actions and their impact are carefully monitored and risk mitigation outcomes or remaining risk status reported and disseminated if relevant. Annual risk management report is an integral part of EECA Constituency annual reporting cycle.

## **9. Composition of Constituency Delegation to Board Meetings**

**9.1.** The size of the EECA Constituency delegation, according to the Board Operating Procedures, shall not exceed 10 delegates. The delegation should accommodate a maximum possible number of representatives from those Constituency members who expressed their interest to participate in a particular Board Meeting.

**9.2.** Participation in the Constituency delegation to Board Meetings should follow the Guidelines on the Conflict of Interest Policy adopted by the Board, i.e. Country-members shall not use their participation in the delegation for promoting support to project proposals submitted by their country.

**9.3.** The Constituency Leadership Group shall be members of the delegation.

**9.4.** Any Constituency member shall communicate to the TSO its interest to participate in the delegation not later than 1.5 months prior to the forthcoming Board Meeting.

In case there are more than seven applications, the following selection criteria will be used: relevant personal and professional experience, timeliness of country's nominating a delegation member, contribution to the work of the delegation at previous meetings, etc.

In case no applications are received or there are still available seats in a delegation, a rotation principle shall be applied. Advantage will be given to representatives that have not had the opportunity to participate in prior Board Meetings, or participants who have not attended recent Board Meetings. Prior participation shall be determined by the Board participation list.

**9.5.** The decision on the composition of the delegation shall be taken one month prior to the date of the forthcoming Board meeting. This decision shall be made by the acting Board Member and Alternate Board Member. The Technical Support Office shall inform Constituency members about the final decision in this regard within 3 working days.

**9.6.** In case there are still vacant seats left after the agreed deadline for nominations, the interested countries may agree on nominating additional national representatives to the delegation.

**9.7.** When a delegate selected as a member of the delegation is not able to participate in the Board Meeting for any reason, he/she should notify the Technical Support Office thereof as soon as possible. In such case other interested country representative will be included in the delegation instead of such delegate. In case that costs have already incurred (i.e. purchasing of flight ticket which is not reimbursable), there shall be no possibility to nominate another delegate.

**9.8.** No more than 5 persons from the delegation shall be on the floor at any one time, unless the Board decides otherwise. The Board Member, Alternate Board Member and Communications Focal Point shall normally be on the floor during the Board Meetings. The choice of 2 other persons to be on the floor is made by the Board Member in a flexible manner, taking into account their competence and experience in the problems under the consideration. At the request of the Board Member, any member of the delegation from those members not on the floor, shall participate in the consideration of an appropriate agenda item, replacing one of the delegation members on the floor. The Board Member shall assure the rotation of members of the delegation in the main Board Meeting room, in order to avoid cases in which a representative has no access at all to the floor during the entire Board Meeting.

**9.9.** Notification of the composition of a delegation to the Board and Committee Meetings, exchange of information with the Secretariat on all issues regarding the Board Meeting shall be made through the Focal Point and Technical Support Office.

**9.10.** Selected delegates are solely responsible for the validity of their travel documents and obtaining visas if needed. The TSO will provide the delegates assistance in obtaining invitation letters from the Global Fund Secretariat.

## **10 . Development of Constituency Positions**

**10.1.** The Member States will try to establish a common position on agenda issues before the Board and Committees meetings. If this proves to be difficult, at least the Board Member and Alternate Board Member will be made aware of the differences that exist within the Constituency and could present them adequately.

**10.2.** Constituency can use the following means to assist in the development of Constituency positions prior to the Board and Committee Meetings:

- a) organize annual Constituency Meetings;

- b) request various members of the Group to prepare position papers or opinions on important issues for circulation and discussion amongst Constituency members;
- c) e-mail and conference call to exchange views;
- d) side meetings at which Global Fund issues can be discussed during regional/international meetings where a broad representation from the Constituency is available;
- e) hold consultations of the Constituency delegation on the Board agenda issues the day before the Board meeting, as well as during breaks and at the end of each day during the meeting, in case of necessity.

**10.3.** In case an important decision for the Constituency should be taken within the Board during its meeting, including voting, the Board Member will consult all other members of the delegation, including those in the video transmission room, before expressing the common position or voting.

## **11. Communications**

**11.1.** Communication within the Constituency is the responsibility of the Communications Focal Point (CFP) and the Technical Support Office (TSO). Interaction within the Constituency shall be accomplished through available communication tools (EECA Constituency google group, e-mail, Constituency website, teleconferences).

**11.2.** The TSO shall take appropriate measures to ensure that the Constituency is informed on preparations for and outcome of Board Meetings: circulate relevant documents, Board reports, organize briefings. The TSO shall distribute all decision points to the Constituency through the google group and compile any inputs received to the Communications Focal Point. The Communications Focal Point shall communicate the position of the EECA Constituency to the Office of Board Affairs (OBA). In case the CFP is prevented to communicate the position to OBA, the TSO is authorized to communicate Constituency positions to OBA.

## **12. Accountability of Delegates**

**12.1.** In case delegates have to cancel their participation in the Constituency Meeting or Board Meeting once costs have incurred (e.g. purchase of airplane ticket, hotel booking etc.), they must reimburse the Constituency such expenses.

**12.2.** The article above will not be applied in cases of „vis major“.

## **ANNEX 1: Eastern Europe and Central Asia Constituency Countries**

1. Albania
2. Armenia
3. Azerbaijan
4. Belarus
5. Bosnia and Herzegovina
6. Bulgaria
7. Georgia
8. Kazakhstan
9. Kosovo<sup>2</sup>
10. Kyrgyzstan
11. Latvia (observer)
12. Macedonia
13. Moldova
14. Montenegro
15. Poland (observer)
16. Romania
17. Russian Federation
18. Serbia
19. Tajikistan
20. Turkmenistan
21. Ukraine
22. Uzbekistan

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<sup>2</sup>This designation is without prejudice to positions on status and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo declaration of independence.

## ANNEX 2: Key Competencies and Responsibilities of Constituency Members, Board Members and Alternate

### Key Competencies for the Constituency Member, Board Member and Alternate

- Recognized leader in constituency with capacity and authority to represent the constituency.
- An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission.
- An in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, and development financing.
- Experience of acting as a representative of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.
- A facilitative and consultative approach—diplomatic with policy and strategic skills.
- Strong leadership and management skills gained in a multicultural environment.
- High-level judgment in complex situations.
- Acute analytical skills.
- Ability to act as an ambassador/advocate and to represent this cause at a senior level.
- Access to adequate staff support for the analysis, networking and consultation required to be an effective constituency representative.
- Access to the necessary communication infrastructure to allow the role to be carried out effectively (e.g. telephone, fax, e-mail and mobile phone).
- Ability to work in written and spoken English (additional languages a great advantage)<sup>3</sup>.

### Responsibilities of the Constituency Member, Board Member and Alternate

- Be available to commit 20 – 25% of full working time to the Global Fund including four to six weeks to attend meetings.
- Read all relevant documents and gain an understanding of the topics presented prior to a Board meeting to ensure effective input into the decision-making process.
- Seek and ensure input from constituency on issues being considered by the Board prior to its meetings as well as during the Board's inter-session work and consultations.
- Participate fully in all meetings and discussions of the Global Fund Board, including Board Member Retreats, teleconferences and other virtual means of communication among Board Members.
- Communicate constituency views at Board meetings and report key issues back to the constituency after Board meetings.
- Consult with constituency and vote on all necessary electronic Board decisions.
- Act as an advocate on behalf of the Global Fund within the constituency and to external stakeholders.
- Provide leadership and strategic vision for constituency.
- Maintain a focus on issues of interest and importance to the constituency.
- Assist with ensuring effective communication and information flows between Board Member, Alternate and Focal Point and the wider constituency, particularly prior to and post Board meetings.
- Act as the custodian of the constituency functioning rules as established (or self-determined) by constituencies including adherence to

<sup>3</sup>English is the working language of the Global Fund. During Board meetings, interpretation is provided in all six United Nations languages, but documentation for meetings is provided in English only

the constituency's conflicts of interest policy on selection.

- Participate in annual constituency self-evaluation process as part of Board good governance initiatives.

### ANNEX 3: Key Competencies and Responsibilities of Communications Focal Point and Governance Focal Point

Key Competencies of the Communications Focal Point	Responsibilities of the Communications Focal Point
<ul style="list-style-type: none"> <li>• Recognized leader in constituency with capacity and authority to represent the constituency.</li> <li>• Experience of acting as a representative of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.</li> <li>• An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission.</li> <li>• An in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, and development financing.</li> <li>• Considerable experience of contact management, with relevant information technology skills.</li> <li>• Access to adequate staff support for the analysis, networking and consultation required to be an effective constituency representative.</li> <li>• Access to the necessary communication infrastructure to allow the role to be carried out effectively (e.g. telephone, fax, e-mail and mobile phone).</li> <li>• Excellent communication skills and networking skills. A facilitative and consultative approach.</li> <li>• Have the ability to work in written and spoken English as well as languages relevant to the constituency (additional languages a great advantage)<sup>4</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>• Be available to commit 20 – 25% of full working time to the Global Fund including four to six weeks to attend meetings.</li> <li>• Circulating within the constituency all documents and materials to prepare and support members of the Board and Committees for their respective deliberations and communications on key issues to the constituency.</li> <li>• Develop an extensive network of contacts and maintain distribution lists for these contacts, including designated focal points and sub-focal points within the constituency to ensure that information related to the Global Fund is widely distributed.</li> <li>• Ensure that all communications from the Global Fund Board and Secretariat are distributed to all contacts within the constituency.</li> <li>• Be the catalyst for and the repository of constituency opinions and positions on Global Fund matters by seeking input into deliberations of the Board and Committees of the Board.</li> <li>• Develop a network of expertise and knowledge within the constituency to ensure that all available resources are drawn on in the development of constituency positions related to the Global Fund and in supporting the development of Global Fund policy.</li> <li>• Provide support to the Board Member and Alternate Member as necessary.</li> <li>• Identify key issues for discussion and positioning, in coordination with the Board</li> </ul>

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<sup>4</sup>English is the working language of the Global Fund. During Board meetings, interpretation is provided in all six United Nations languages. Documentation for Board and Committee meetings is provided in English as the official language. The Secretariat makes reasonable efforts to translate key documents into other languages.



## ANNEX 4: Key Competencies and Responsibilities of Committee Members

### Key Competencies for Committee Members and any Alternate Committee Member<sup>5</sup>

- Recognized leader in constituency with capacity and authority to represent the constituency.
- An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission.
- An in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, development financing, operations, governance or strategy.
- Experience of acting as a representative of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.
- A facilitative and consultative approach—diplomatic with policy and strategic skills.
- Strong leadership and management skills gained in a multicultural environment.
- High-level judgment in complex situations.
- Acute analytical skills.
- Access to the necessary communication infrastructure to allow the role to be carried out effectively (e.g. telephone, fax, e-mail and mobile phone).
- Have the ability to work in written and spoken English (additional languages a great advantage)<sup>6</sup>

### Responsibilities of Committee Members and any Alternate Committee Member

- Be available to commit 20 – 25% of full working time to the Global Fund including three to four weeks to attend committee meetings.
- Access to adequate staff support for the analysis, networking and consultation required to be an effective constituency representative.
- Read all relevant documents prior to a Committee meeting to ensure effective input into the decision-making process.
- Seek input from constituency on issues being considered by the Committee prior to its meetings as well as during the Committee's inter-sessional work and consultations.
- Participate fully in all meetings of the Board and Committee, including teleconferences and other virtual means of communication among Committee Members.
- Communicate constituency views at Committee meetings and report key issues back to the constituency after Committee meetings.
- Consult with constituency and vote on all necessary electronic Board decisions.
- Adherence to the constituency's internal conflict of interest policy on selection.

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<sup>5</sup>An alternate from the same constituency of the Board can be identified to represent a Committee Member at a specific Committee meeting in the exceptional case that such Committee Member cannot attend the meeting, upon consent of the Committee Chair

<sup>6</sup>English is the working language of the Global Fund.

## **ANNEX 5: Expected Minimum Key Competencies and Responsibilities to be reflected among Members of each of the Standing Committees of the Board**

Key Competencies of Strategy, Committee Members	Key Competencies of Audit and Finance Committee Members	Key Competencies of Ethics and Governance Committee Members
<ul style="list-style-type: none"> <li>• Understanding of and experience in the preparation, implementation and evaluation of strategic policies.</li> <li>• Experience in the preparation, implementation and evaluation of investment and funding policies and criteria.</li> <li>• Capacity and experience in conducting financial due diligence in public- or private-sector environments.</li> <li>• Understanding of and experience in the analysis and evaluation of health, medical, scientific and epidemiological statistics, data and research.</li> <li>• Academic and professional qualifications or certifications in the fields relevant to the work of the Committee including finance, medicine, epidemiology, pharmacology or public policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in the banking, accounting and financial sectors.</li> <li>• Experience in preparing, auditing, analyzing or evaluating financial statements.</li> <li>• Experience with setting, approving, and monitoring annual budgets that present issues of comparable breadth and complexity to those presented by the annual budgets of the Global Fund and other major international financing institutions.</li> <li>• Designed, implemented or executed fundraising strategies for public- and private-sector donors.</li> <li>• Experience in managing human resource strategies, policies and procedures.</li> <li>• Experience in setting and monitoring internal operations of large organizations comparable to those carried out at the Secretariat</li> <li>• Academic and professional qualifications or certifications in the field of accounting, business, finance or management.</li> <li>• One independent member with financial audit experience, with professional accreditation in financial accounting</li> <li>• One independent member with forensic investigation experience.</li> <li>• Previous responsibility or oversight in regard to financial audits and/or forensic investigations of financial expenses, internal controls, or other oversight duties.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant experience or background overseeing ethics or standards of conduct and integrity.</li> <li>• Experience with reviewing allegations or complaints and conducting inquiries in relation to ethics, conflicts of interest or integrity concerns.</li> <li>• Knowledge and Experience working in large governing bodies or organizations comparable to the Global Fund including development, implementation and oversight of relevant operating procedure.</li> <li>• Understanding of (1) the governance structures and roles at the Global Fund and (2) rules and regulations binding the operations and performance of the Global Fund.</li> <li>• One independent member with academic qualifications or demonstrated professional experience in the field of ethics.</li> </ul>

