



EASTERN EUROPE AND
CENTRAL ASIA CONSTITUENCY

OF THE BOARD OF THE GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA

2016

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

**OPERATING POLICIES AND
PROCEDURES**

These Operating Policies and Procedures are drafted in compliance with and following the provisions of the Global Fund Board Operating Procedures¹, the Guidelines on Constituency Processes adopted by the Board.

1. Goals and Objectives of the Constituency

1.1. Objectives of the Constituency include information exchange, coordination, elaborating common position on Global Fund and Board activities and organizational issues regarding the Board's operation.

2. Constituency Composition and Membership

2.1. Eastern Europe and Central Asia (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. At present, the Constituency is made up of 22 countries (the countries are listed in Annex 1). Inclusion of new members in the Constituency which may submit their requests will be subject to prior confirmation of their compliance with the Constituency Operating Procedures and Policies, as well as other formal arrangements of the Constituency if necessary.

2.2. Mandate of the EECA Constituency members is 4 years with possibility of extension. The decision on mandate extension should be made by Country Coordinating Mechanisms (CCM). The mandate of members can be extended for a maximum of one term. The Constituency should be able to advise CCM to recall the member if he/she does not meet requirements. Working languages of the EECA Constituency are English and Russian. In case a Constituency member is recalled/leaves his seat in the Constituency, the Board Member shall instruct the Technical Support Office to contact the CCM for nomination of another candidate.

2.3. EECA Constituency members are delegated by their respective Country Coordinating Mechanism and are therefore authorized for decision making. If additional consultations are required, the delegates can discuss it within the CCM and inform the EECA Constituency on the final decision. Countries without CCM Programmes can be represented by the implementers of those Programmes or other established entities which are non-CCM members and are officially recognized by GFATM. In that case, mandate to delegates from those countries is given by such entities.

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

2.4. Decisions within the Constituency shall be made by consensus or in case no consensus is reached - by simple majority voting. Each country shall be represented by two delegates from two sectors: government sector representative and NGO representative. Each country holds one vote in deciding upon Global Fund issues.

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

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

3.2. The Board Member and Alternate Board Member are selected for a two-year term. Representation of the region will rotate every two 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.

3.3. The Call for Nominations for a new Alternate Board Member shall be issued by the acting Board Member and Alternate Board Member, with administrative support from the Technical Support Office, at least 3 months before the end of the existing term. The Call for Nominations shall be circulated through the Constituency's google group. Nominations must be submitted within four weeks after the Call for Nominations was circulated. In the process of selecting the Alternate Board Member, the advantage will be given to applicants coming from countries which did not previously hold a Board Member seat.

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

- a) Letter of Interest, approved by the Country Coordinating Mechanism;
- 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 official 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 two years of alternating mandate, Alternate Board Member shall become the Board Member for a two-year term. The Constituency reserves the right to reconfirm the selection of 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).

In case the Alternate Board Member is not reconfirmed, the country holding the Alternate Board Member seat shall be contacted to nominate a new representative.

3.8. In case the Board Member resigns or is recalled by his/her respective CCM before the end of a two-year term, the country holding the Board Member seat shall be contacted to nominate a new representative to finish the term.

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 two-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 two 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 before the end of a two-year term, the country holding the Alternate Board Member seat shall be contacted to nominate a new 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. The Interim Alternate Board Member will need to submit an official endorsement letter from the Country Coordinating Mechanism.

3.10. The Communications Focal Point is a person designated by the Board Member for a two-year term and comes from the same country as the Board Member. The Communications Focal Point must have access to reliable communications infrastructures.

In case the Communications Focal Point resigns before the end of a two-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. Upon selection of new Board Member, Alternate Board Member and Communications Focal Point, newly elected members may request an orientation sessions from the Global Fund Secretariat.

4. 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. 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.

5. Development of Constituency Positions

5.1. 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.

5.2. 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.

5.3. 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.

6. Technical Support Office

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

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

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

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

7. Communications

7.1. 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).

7.2. 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.

8. Composition of Constituency Delegation to Board Meetings

8.1. The size of 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.

8.2. 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.

8.3. The Board Member, Alternate Board Member and Communications Focal Point shall be members of the delegation.

8.4. Any Constituency member state 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.

8.5. 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 days.

8.6. 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.

8.7. 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.

8.8. 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.

8.9. 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.

8.10. 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.

9. Accountability of Delegates

9.1. 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.

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

10. Committee Membership

10.1. The Constituency may participate in a maximum of two committees (membership on other ad-hoc committees where the Board specifically provides that membership shall not apply toward this limit).

10.2. The Board Member, after consultations with Constituency members, will nominate/replace representatives of the Constituency to Board Committees in which the 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).

10.3. The representatives of the Constituency included in Committees must attend the meetings and effectively contribute to the work of the Committee.

11. Consultative Working Groups

11.1. The EECA Constituency has four permanent Consultative Working Groups in place:

- a) Financial and operating issues;
- b) Strategy issues;
- c) Sustainability and Transition issues;
- d) Regional Epidemiological Portfolio.

11.2. The groups are comprised of a team leader (Chair) and three to four members. The teams will be available for regular consultations on issues from their portfolio for other Constituency members and other interested parties. Members of the group will be selected based on their area of expertise.

11.3. 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.

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

12. Constituency Risk Management

12.1. 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 on national or international level. The Constituency members conduct risk assessment and purpose actions. The Constituency adopts reaction (action) plans on identified risks. The actions and its impact is 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.

13. Performance Assessment

13.1 Constituency members shall complete a self-assessment questionnaire (Annex 6) annually, in order to assess overall performance of the Constituency.

13.2. The self-assessment questionnaire for the previous year shall be submitted by all delegates to the TSO by 31 January of the following year.

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. Kosovo²
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

² 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 Board Members

Key Competencies for the 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)³.

Responsibilities of the 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 the constituency's conflicts of interest policy on selection.

³ 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

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

ANNEX 3: Key Competencies and Responsibilities of Communications Focal Points

Key Competencies of the Communications Focal Point	Responsibilities of the Communications Focal Point
<ul style="list-style-type: none">• Recognized leader in constituency with capacity and authority to represent the constituency.• Experience of acting as a representative of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.• 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.• Considerable experience of contact management, with relevant information technology skills.• 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).• Excellent communication skills and networking skills. A facilitative and consultative approach.• Have the ability to work in written and spoken English as well as languages relevant to the constituency (additional languages a great advantage)⁴.	<ul style="list-style-type: none">• Be available to commit 20 – 25% of full working time to the Global Fund including four to six weeks to attend meetings.• 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.• 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.• Ensure that all communications from the Global Fund Board and Secretariat are distributed to all contacts within the constituency.• 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.• 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.• Provide support to the Board Member and Alternate Member as necessary.• Identify key issues for discussion and positioning, in coordination with the Board

⁴ 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 ⁵	Responsibilities of Committee Members and any Alternate Committee Member
<ul style="list-style-type: none">• 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)⁶	<ul style="list-style-type: none">• 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.

⁵ 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

⁶ 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"> • Understanding of and experience in the preparation, implementation and evaluation of strategic policies. • Experience in the preparation, implementation and evaluation of investment and funding policies and criteria. • Capacity and experience in conducting financial due diligence in public- or private-sector environments. • Understanding of and experience in the analysis and evaluation of health, medical, scientific and epidemiological statistics, data and research. • Academic and professional qualifications or certifications in the fields relevant to the work of the Committee including finance, medicine, epidemiology, pharmacology or public policy. 	<ul style="list-style-type: none"> • Experience in the banking, accounting and financial sectors. • Experience in preparing, auditing, analyzing or evaluating financial statements. • 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. • Designed, implemented or executed fundraising strategies for public- and private-sector donors. • Experience in managing human resource strategies, policies and procedures. • Experience in setting and monitoring internal operations of large organizations comparable to those carried out at the Secretariat • Academic and professional qualifications or certifications in the field of accounting, business, finance or management. • One independent member with financial audit experience, with professional accreditation in financial accounting • One independent member with forensic investigation experience. • Previous responsibility or oversight in regard to financial audits and/or forensic investigations of financial expenses, internal controls, or other oversight duties. 	<ul style="list-style-type: none"> • Relevant experience or background overseeing ethics or standards of conduct and integrity. • Experience with reviewing allegations or complaints and conducting inquiries in relation to ethics, conflicts of interest or integrity concerns. • Knowledge and Experience working in large governing bodies or organizations comparable to the Global Fund including development, implementation and oversight of relevant operating procedure. • 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. • One independent member with academic qualifications or demonstrated professional experience in the field of ethics.

ANNEX 6: EECA Constituency self-assessment questionnaire

Rankings range from **1 = Highly Disagree**; **5 = Highly Agree**

Overall governance	1	2	3	4	5
Constituency Leadership (Board Member, Alternate Board Member and Communications Focal Point) understand their roles and responsibilities/limits and this complies with the Constituency regulations					
Constituency Leadership has the expertise, skills and knowledge to guide the Constituency					
Constituency Leadership adequately oversees the financial performance of the Constituency					
TSO provides necessary support to Constituency Leadership and members of the Constituency					
Constituency size is adequate for effective decision-making and discussions					
Country specific needs and demands within EECA region are taken into consideration by the Constituency and are addressed adequately					
Procedures / performance	1	2	3	4	5
Nomination and appointment of Constituency members follow clearly established procedures using known criteria					
Newly elected Constituency members receive adequate induction to their roles and what is expected from them					
Constituency has clear working annual plan of important issues					
TSO functions and responsibilities are clearly set out and there is no overlap of functions between Constituency Leadership and TSO					
Constituency members receive meeting agendas and supporting materials on time for adequate advance review					
Functions and responsibilities are distributed among EECA Constituency members based on their expertise and professional background					

Sustainability issues are adequately covered during Constituency meetings					
Fundraising issues are adequately covered during Constituency meetings					
Communication / Involvement	1	2	3	4	5
Constituency members have the habit of reading Constituency related documentations sent to them by Constituency Leadership and/or by TSO and provide timely feedback					
Constituency members share reports and decisions of the Constituency with relevant CCMs and interested stakeholders in their respective countries					
Communication between Constituency members is strong and clear					
All Constituency members fully and positively participate in discussions during Constituency meetings					
Constituency regularly considers how it relates with the communities (PHIV, PWID etc.) and how those communities rate the Constituency's performance					
Constituency's annual and meeting reports are prepared on time and shared in written form among all members of EECA Constituency					
On-line communication through Constituency web-site and google group platform are effectively used by Constituency members					