

Constituency Management Guidelines

February 2023



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Annual Constituency Statement 2022

The purpose of this statement is to provide information on an annual basis about the functioning of each Global Fund Board Constituency. All changes in representation, membership or contact information during the year must be notified by the communication focal point to the Secretariat, via the "Change in Constituency Representation" form on the Office of Board Affairs Portal.

Date of Completion: Click or tap to enter a date.

Reminder: Please attach a copy of your Constituency's most recent Governance Framework or Guidelines when submitting this form, and confirm your permission to share on the Governance Portal.

Constituency Representation

Board Member	
Name	Click or tap here to enter text.
Name of Organization	Click or tap here to enter text.
Position in Organization	Click or tap here to enter text.
Start of term	Click or tap to enter a date.
End of term	Click or tap to enter a date.
Alternate Board Member	
Name	Click or tap here to enter text.
Name of Organization	Click or tap here to enter text.
Position in Organization	Click or tap here to enter text.
Start of term	Click or tap to enter a date.
End of term	Click or tap to enter a date.
Communication Focal Point	
Name	Click or tap here to enter text.
Name of Organization	Click or tap here to enter text.
Position in Organization	Click or tap here to enter text.
Start of term	Click or tap to enter a date.
End of term	Click or tap to enter a date.

Anticipated changes in representation: Please indicate below any changes anticipated, such as Board Member and Alternate Board Member selection process scheduled for the coming year.
Click or tap here to enter text.

Constituency Membership: Please list the groups, organizations, and/or countries that are members of the Constituency. The list can be attached as a separate document.

Click or tap here to enter text.

Constituency Activities: This information is requested to ascertain whether induction or orientation activities will need to be organized by the Secretariat by way of support. Are Constituency meetings foreseen during this Calendar year? If so, would a Global Fund Governance induction be required? Please also comment on any additional support you would like to receive from the Secretariat for your Constituency functioning.

Click or tap here to enter text.

Constituency Declaration: A constituency develops its own processes to designate representatives and determines members of its delegation. On an annual basis, information about this and other operating procedures must be attached for reference. Please provide the following information. (If described in your Constituency Framework or Guidelines, please simply include page reference rather than a description of the process.)

Selection process for Board Member	Click or tap here to enter text.
Selection process for Alternate Board Member	Click or tap here to enter text.
Selection process for Communication Focal Point	Click or tap here to enter text.
Criteria to select the constituency delegation members to attend Board Meetings	Click or tap here to enter text.
Please describe how Board and committee information is shared among Constituency Members.	Click or tap here to enter text.
Most recent review or revision of Constituency's Governance Framework	Click or tap to enter a date.
Next planned review of Constituency's Governance Framework	Click or tap to enter a date.

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1. PURPOSE OF CONSTITUENCY MANAGEMENT GUIDELINES

Introduction

The constituencies of the Global Fund Board operate under a principle of constituency ownership, and determine their own internal processes, in accordance with the procedural requirements¹ of the Board-approved [Board and Committee Operating Procedures](#) (“Operating Procedures”, or “BCOP”).

Purpose

Reflecting the Global Fund Board’s collective commitment to good governance practices, this document offers some **GUIDELINES AND PRINCIPLES** to support constituencies in defining effective internal ways of working, and in strengthening existing practices in a spirit of continuous improvement. The models and examples provided illustrate how these principles can be reflected in practice, while recognizing the many different contexts in which constituencies operate.

The guidelines support constituencies in implementing the requirements of the Operating Procedures, including on:

- ❑ Competencies and Responsibilities of the Board Member, Constituency Focal Point, Committee Chairs and Vice-Chairs, and Committee Members
- ❑ Internal selection processes for the constituency
- ❑ Board Member term length
- ❑ Representation and delegations at Board Meetings and associated procedural requirements
- ❑ Observers at Committee meetings
- ❑ Reporting to the GF Legal and Governance Department regarding constituency representation and selection processes, and as changes arise
- ❑ Ethics and integrity requirements including due diligence
- ❑ Dispute resolution

Revised Guidelines

This edition of the guidelines was developed in 2018, finalised in 2019 under the oversight of the Ethics and Governance Committee, in consultation with constituencies, and updated in early 2023 to reflect increased emphasis on virtual ways of working, strengthened due diligence requirements and attention to data privacy. The guidelines also draw on a review of individual constituency Governance Frameworks, many of which are available on the [Governance Portal](#) for reference.

¹ In the event of a discrepancy between the BCOP or any Board Decision, and these Guidelines or a Constituency’s Framework, the provisions of the BCOP or Board decision will prevail.

Related Materials

In addition to the Operating Procedures, the following information sources are also key reading:

- Onboarding materials available on the [Governance Portal](#) including skills matrices and procedural guidance for engagement in Board meetings.
- [Constituency Funding Policy and associated guidance materials](#)

2. GUIDING PRINCIPLES

The ways of working of a constituency should be informed by the following key principles:

- I. **CONSTITUENCY OWNERSHIP** of internal processes, in alignment with the requirements of the Global Fund Bylaws and the Operating Procedures.
- II. Effective **COMMUNICATION** both within and external to the constituency.
- III. **INCLUSIVE, DIVERSE** and **BALANCED REPRESENTATION** in selection of constituency representatives and membership, promoting the engagement of all relevant stakeholders.
- IV. **TRANSPARENCY** concerning the selection of governance officials and decision-making processes.
- V. Effective **COLLABORATION** and division of labour among constituency representatives.
- VI. Commitment to working in **PARTNERSHIP** with other constituencies, the Board, its Standing Committees, and relevant stakeholders.
- VII. **COMMITMENT TO** and **COMPLIANCE WITH** the core values laid out in the Ethics and Integrity Framework and Code of Conduct for Governance Officials. Specifically:
 - A. **INTEGRITY**, demonstrating transparency, impartiality, fairness, and truthfulness
 - B. **DUTY OF CARE** acting within the best interests of the Global Fund, in pursuit of its mission to accelerate the end of AIDS, tuberculosis and malaria as epidemics
 - C. **ACCOUNTABILITY** within the Constituency, to the Board and its constituencies, and to the Global Fund and its Mission
 - D. **DIGNITY AND RESPECT**, both in interactions, and in considering the dignity of those that the Global Fund serves, the people affected by the three diseases

3. FOUNDATIONS

Best Practice Principles

- The internal processes and ways of working for the constituency are developed through a consultative process, **clearly defined, documented, and agreed**, through adoption of a Governance Framework.
- The Governance Framework, and any future revisions thereof, are adopted by the Constituency via **consensus or an affirmative vote**.
- The Governance Framework is **reviewed routinely** to facilitate continuous improvement.
- Constituency **composition is defined**, with a clear membership or eligibility requirements
- The internal approach to managing actual or potential **conflict of interest is clearly defined**.
- **Continuous improvement** through shared ways of working among constituencies.

Reminders and Tips

- **Annual Constituency Statement** to be shared with GF Governance Team
- Ensure **regular update of constituency membership list**
- **Schedule a review** of the Constituency Governance Framework every 2 years

3.1 Strengthening the Constituency Governance Framework

Each constituency maintains its own Governance Framework, setting out the constituency's internal procedures and ways of working. The Governance Framework should document:

- ☐ internal nomination and selection processes for governance officials (required under BCOP), including mid-term replacements
- ☐ constituency composition
- ☐ communications and information-sharing methodologies, roles, and responsibilities
- ☐ decision-making procedures and voting rules
- ☐ mechanisms for ensuring robust institutional memory management
- ☐ onboarding practices
- ☐ internal process for dispute resolution
- ☐ due consideration and reflection on the requirements of the Code of Conduct for Governance Officials, including a clear internal approach to managing actual or potential conflict of interest within the constituency, defined in an internal policy.

Best Practices Checklist for Governance Framework

The checklist below provides an outline of possible sections and elements to be included in your constituency's Governance Framework. Some sections may not be applicable to all constituencies. Names and elements are also indicative and should be adjusted to best reflect constituencies' requirements.

The GF Governance Team is available to support constituencies as they review and refine their Governance Framework and can advise on the practical application of the principles laid out in these Guidelines to the constituency's specific context.

Proposed Section:	Elements	Checklist
Constituency Management Foundations	Agree Guiding Principles for the constituency	
	Develop and adopt a Governance Framework by affirmative vote	
Constituency Composition	Define membership and eligibility to join constituency	
Roles and Responsibilities	Understanding of roles and Responsibilities of Board Member and Alternate, Constituency Focal Point, Committee Members, Delegation Members, Observers to Committee Meetings	
Selection Processes	Define and communicate selection processes for formal roles: Board Member and Alternate, Constituency Focal Point, Committee Candidates	
	Define and communicate processes to identify Delegation Members for Board Meetings, and Observers to Committee Meetings	
	Ensure internal nomination and selection processes identify representatives who role model the Code of Conduct for Governance Officials	
	Define processes for mid-term replacements	
Performance Assessment & Accountability	Define and implement process for routine performance assessments	
Communication, Onboarding and Knowledge Management	Identify working language(s) of constituency	
	Define communication modalities and feedback mechanisms between representatives and broader constituency	
	Implement modalities for preparation for Board Meetings and Committee Meetings	
	Establish mechanisms for onboarding, offboarding and continuous development	
	Establish mechanism to respond to identified weaknesses and proactively identify skills gaps	
Internal Procedure: Decision-Making and Dispute Resolution	Define clear internal decision-making procedure including voting rules	
	Ensure clear mechanism for internal dispute resolution	
	Define and communicate a clear travel policy	
	Establish an internal process for the development and approval of the application for Constituency Funding	
Ethics and Integrity	Define constituency processes in line with core values reflected in the Ethics and Integrity Framework and Phase 1 DD guidance	
	Define internal approach to managing actual or potential conflict of interest.	

The development, management and monitoring of the Governance Framework is the responsibility of each constituency. A **regular review** of the Governance Framework at a constituency meeting every two years is encouraged as a good practice. Constituencies are also encouraged to share their Governance Framework with other constituencies, to share ideas and good practices.

Constituency Governance Frameworks should be developed in a consultative manner and adopted via documented consensus or an affirmative vote. Revisions should be adopted in the same manner. Clear voting rules for the constituency are critical. Guidance on establishing clear voting rules is further covered in Part 7, below.

3.2 Constituency Composition

Constituency **composition should be clearly defined**. Constituencies should strive to include the broadest representation of membership within their constituency, and principles for determining eligibility for constituency membership should be clearly stated in the Governance Framework. Constituencies may also wish to define a process for new members to join the constituency, including the frequency of consideration of new members (i.e., per routine timeframe or *ad hoc*).

For transparency and clarity, it is helpful to include or reference a membership list in the constituency's Governance Framework, listing the countries, institutions or organizations who are members of the constituency. **Constituencies should maintain an up-to-date list of individual member representatives**, including the specific individuals who are constituency members.

For constituencies composed of countries implementing Global Fund-funded programs, the constituency is encouraged to ensure that constituency membership goes beyond representation from the Country Coordinating Mechanisms of its member countries.

4. CONSTITUENCY ROLES, RESPONSIBILITIES, COMPETENCIES AND SELECTION PROCESSES

Best Practice Principles

- Nomination and selection processes are **clearly defined, competency-based, transparent, and inclusive**
- Clear **eligibility criteria** outline who can be put forward within the constituency for governance roles
- Nominations processes and competency requirements, including **time commitment** and minimum number of candidates, are **communicated** to the constituency, and allow **enough time** for full participation
- Selection processes are upheld by principles of **diversity and inclusion**, enabling **balanced representation** and **gender balance**. **Due diligence** and possible **Conflicts of Interest** are handled in line with best practice.
- Selection processes identify candidates who are able to role model the Code of Conduct for Governance Officials
- **Support available** to representatives, if any, is clearly communicated
- Accountability is enabled through **performance assessment** of Board Members, Alternates and Focal Points on a regular basis, and a process for proactively identifying and addressing areas of weakness or underperformance.

Reminders and Tips

- Board Members serve a 2-year term.
- The Board has approved competencies and requirements for the roles of Board Member, Communications Focal Point, Committee Leadership and Committee members. Gender balance, direct experience of implementing programs, as well as regional experience, should also be considered.
- **Phase 1 due diligence** must be conducted in selection processes
- Ensure effective **forward planning** for nominations processes.
- Consider a **roster** of qualified candidates for future Board and committee roles.
- Changes in representation are to be **submitted to the Governance Team**. Candidate submits **Declaration of Interest** for review. Following conclusion of due diligence review, **Governance Team notifies Board** of change in representation within 14 days.
- If a Board Member, Alternate or Committee representative is absent from two consecutive meetings, the constituency should seek a replacement.

4.1 Board Member and Alternate Board Member

Each Constituency will be composed of a **core team of Board Member, Alternate Board Member, and Constituency Focal Point**. The Board Member and Alternate Board Member represent the Constituency's views at the Board and serve in the best interests of the Global Fund. Actively engaged Board Members and Alternates are key to effective constituency representation and participation.

The individual selected should fulfil the competency requirements of the role. In addition, they should have a personal commitment to the Global Fund mission, be willing to work in an inclusive manner and have the time to attend Board, Committee and Constituency meetings.

The role, responsibilities and expected competencies of the Board Member and Alternate are defined in the Operating Procedures, as follows:

Competencies:

- An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission
- A recognized leader, with the capacity and authority to represent the Constituency
- Experience acting as representative of a Constituency in partnerships and governing bodies, with the ability and capacity to network effectively and broadly
- An in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, and development financing
- Apply 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 and 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)

Roles and Responsibilities:

- Participate fully in all meetings, discussions and intersessional work of the Global Fund Board
- 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 Board meetings 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 intersessional work and consultations
- 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 flow between Board Member, Alternate and Focal Point and the wider Constituency, particularly prior to / post Board Meetings
- Act as the custodian of the Constituency functioning rules as established (or self-determined) by Constituencies including adherence to the Constituency's conflicts of interest policy on selection
- Participate in annual Constituency self-evaluation process as part of Board good governance initiatives

4.1.1 Selection of Board Member and Alternate Board Member

The process for Board and Alternate Board Member selection is defined by the Constituency. The selection of a representative can be done in several ways. A representative structure is best achieved if there is a consultative process involving all members of the Constituency, leading to the nomination and appointment of the Board Member and Alternate Board Member.

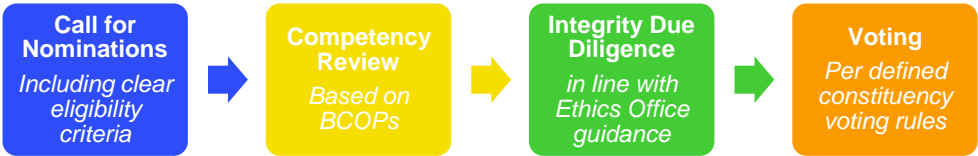
The following principles may guide constituencies in the selection of the Board Members:

- Establish, agree, and communicate a selection process which is competency-based, inclusive, competitive, and transparent
- Launch with enough time to ensure proper handover and onboarding
- Define clear eligibility criteria regarding who within the Constituency can be put forward for governance official roles, and minimum candidate numbers for process to proceed
- Individuals put forward must meet the minimum requirements outlined in the BCOP, as well as any requirements outlined in the various charters and terms of reference,

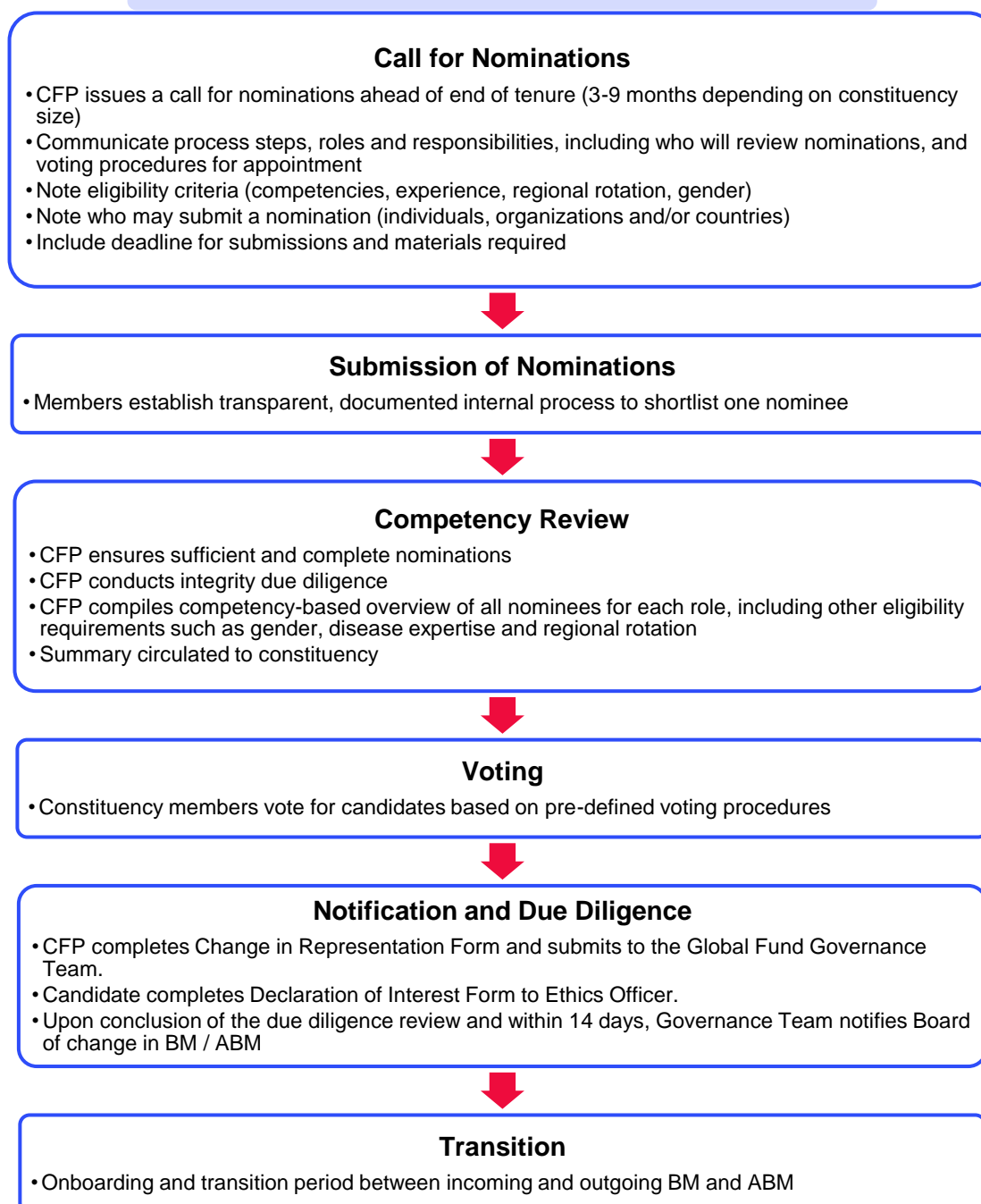
including availability for the time required to fulfil the role. Individuals should be able to role model the Code of Conduct for Governance Officials. Gender balance should be considered.

- Integrity Due Diligence (IDD) on candidates should be conducted by the constituency in line with the guidance provided by the Global Fund Ethics Office.
- In constituencies where the Board Member or Alternate are directly appointed based on their positions within the government/organization rather than through a competitive process, constituencies should ensure they meet the specified requirements.
- Selection processes should be competency-based. As such, predefined or prescribed rotation of member countries is not best practice.

Key steps in Selection Process for Board Members and Alternates



Example: Board Member and Alternate Selection



As with the selection of a Board Member, the Constituency determines how they appoint the Alternate Board Member. The selection process may be identical or different to that of the Board Member. For Constituencies representing a broad range of interests, including multiple countries or organizations, it may be most effective for the **Alternate to be from a different country / organization than that of the Board Member**. This upholds the principle of balanced representation and supports inclusion of a broad range of opinion and input.

Checklist to define a Board Member / Alternate Selection Process

- ☐ Define timeline for issue of call for nominations. For example, 3-9 months before the end of a term.
- ☐ Define timeline for submission of nominations.
- ☐ Clarify who may submit a nomination: countries, organizations, or individuals directly?
- ☐ Define eligibility criteria for nominations, including any requirements or restrictions in relation to rotation or representational balance, and gender balance.
- ☐ Define and communicate the requirements for the role, including in relation to the [Code of Conduct for Governance Officials](#), and information regarding the review and integrity due diligence process. This should include who will assess candidates, who will conduct due diligence, how the overall assessment will be communicated to the constituency, and how and when factors relating to representational and gender balance will be considered. **Skills matrices** are available to support assessment of candidate competencies.
- ☐ Define and communicate voting rules for the selection process. The constituency may choose to establish an oversight panel to monitor the transparency and due process of the selection process. Ordinarily the process is fully managed by the constituency. The Governance Team can support with managing a secret voting process upon request, including in support of managing any perceived conflict of interest.
- ☐ Indicate required candidate materials, e.g., CV and letter of motivation.
- ☐ Ensure appropriate communications mechanism to ensure that the announcement is widely circulated to relevant and eligible individuals.
- ☐ Define minimum candidate numbers, and course of action if not enough candidates are put forward.

Candidate lists and voting for the selection of Board Member and Alternate may be separate, or constituencies may decide to run a joint selection process.

4.1.2 Balanced Representation: Term Limits and Rotation Patterns for Board Members and Alternates

The Bylaws and Operating Procedures provide for Board Members to serve a two-year term. There is no formal upper limit on how many terms a Board Member or Alternate may serve. That said, and particularly in cases where constituencies are composed of several countries, a **pre-defined term limit** is strongly advisable, to ensure **representational balance**, and balancing **continuity and renewal**.

When developing a rotation approach, it is important to uphold competency-based selection, while balancing continuity of representation and rotation of representation amongst different members of a Constituency.

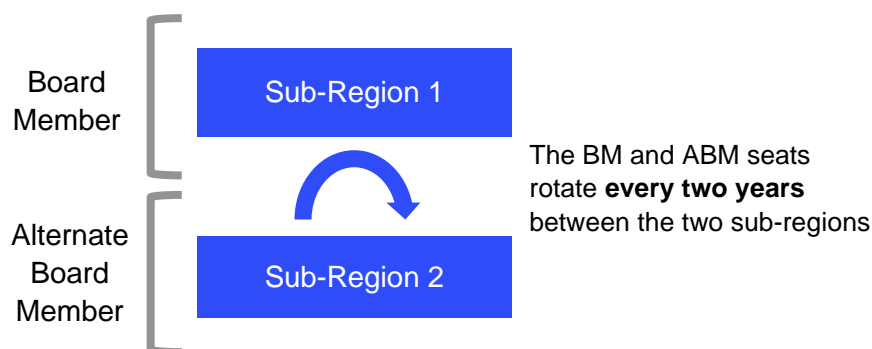
There are several options for how balanced representation may be maintained. Rotation models may be helpful where combined with a competency-based nomination and selection process, with appointment confirmed by formal decision. Staggered terms between Board Member and Alternate may also be considered.



Selection processes may incorporate mechanisms to uphold the principle of balanced representation over time. Satisfactory performance should be considered before term renewals or transition from the role of Board Member to that of Alternate.

For large, multi-country implementer constituencies, a regional or sub-regional rotation system that ensures balance in representation over time may be helpful. This approach should be combined with a competitive and competency-based nomination and selection process for each role and each term.

Case Study: Board Member and Alternate rotation in large multi-country constituencies



Another approach might be for a multi-country or multi-organization constituency to agree that individuals, countries, or organizations who have held the Board Member/Alternate seat in the past two terms are not eligible to stand for election.

Models for Balancing Board Member and Alternate Terms

	A	B	C	D	A	B	C	D	E	F	A	B	C	D
Year 1	BM	Alt	-	-	BM	-	-	-	-	-	BM	Alt	-	-
Year 2	BM	Alt	-	-	BM	Alt	-	-	-	-	BM	Alt	-	-
Year 3	-	-	BM	Alt	-	Alt	BM	-	-	-	-	BM	Alt	-
Year 4	-	-	BM	Alt	-	-	BM	Alt	-	-	-	BM	Alt	-
Year 5	-	-	-	-	-	-	-	Alt	BM	-	-	-	BM	Alt
Year 6	-	-	-	-	-	-	-	-	BM	Alt	-	-	BM	Alt
	Model 1				Model 2						Model 3			

Model 1 – 2-year membership rotation

- Leadership rotates every two years. No overlap of Board Member and Alternate.

Model 2 – Staggered Board Member and Alternate terms

- Board Member and Alternate change on alternating years

Model 3 – Succession of Alternate to Board Member

- After two years, Alternate becomes Board Member for two years.

4.1.3 Succession Planning and Mid-Term Replacements

Constituencies will be required to select Board and Alternate Board Members prior to expiration of their regular term of office, or prematurely due to unexpected circumstances. Succession planning allows to mitigate the risks associated with both planned and sudden departures.

Constituencies should utilize such **forward planning** to account for the time required for country clearance of nominations, build timelines that consider frequency of renewals, compile in advance a roster of qualified candidates, and allow for overlap, transition, and effective handover.

Constituency Frameworks should include **a defined process for how a Board Member or Alternate would be replaced**, should a representative not be able to complete their term. Common practice amongst constituencies is to have the country or organization holding the seat nominate a new representative to serve until the end of the term. As with the selection of the original incumbent, the candidate should be chosen based on the same requirements of competency, experience, availability, and diversity.

According to the Operating Procedures, a Board Member or Alternate who misses two consecutive governance meetings is deemed to have resigned from the role and should be replaced by the constituency.

4.2 Constituency Focal Point

The Constituency Focal Point (CFP) is key to ensuring effective communication, collaboration, and consultation within the Constituency, between the Board Member and Alternate, and with the Global Fund Secretariat, to best prepare the constituency for governance deliberations and facilitate active participation in Board and Committee activities. Efficient communication and access to reliable and timely information are essential to the functioning of the Constituency.

The role, responsibilities and expected competencies of the Constituency Focal Point are defined in the Operating Procedures, as follows:

Competencies:

- An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission
- Considerable experience of contact management, with relevant IT skills
- Excellent communication skills and networking abilities
- Experience in setting/implementing communications plans
- Access to necessary communication infrastructure to allow the role to be carried out effectively (e.g., telephone, fax, email, mobile phone)
- Have the ability to work in written and spoken English as well as languages relevant to the constituency (additional languages a great advantage)

Responsibilities:

- Be available to commit 20-25% of full working time to the Global Fund
- Support Constituency selection processes, which can include but is not limited to distributing the call for nominations, maintaining candidate lists and monitoring voting, keeping in mind the Constituency's internal conflict of interest policy
- Support members of the Board and Committees for their respective deliberations and communications at and between meetings
- Develop an extensive network of contacts and maintain distribution and membership lists
- Be the catalyst for and repository of Constituency opinions and positions on Global Fund matters by seeking input into Board and Committee deliberations
- Support coordination and active engagement of the Constituency on Committees and with other Constituencies of the Global Fund Board

- Ensure broad dispersion of information within the Constituency, sharing and communicating decisions from meetings of the Board and Committees, including implications for the Constituency arising from those decisions
- Feedback mechanism to ensure the constituency is adequately and accurately informed regarding outcomes of Board and committee meetings and inter-sessional decisions

4.2.1 Selection of the Constituency Focal Point

The process of selecting a Constituency Focal Point often involves the following approach:

The Constituency Focal Point (CFP) is appointed by the Board Member and Alternate Board Member for a two-year term, based on required competencies, ability and experience to fulfil the role, and following the procedures outlined in the Constituency Governance Framework.

Integrity due diligence is conducted at the constituency level prior to contracting.

It is common practice, and practical, for the CFP to be based in the same country and office as the Board Member.

Consultancy or employment contracts would normally be signed by the fiscal host of the constituency. It is not recommended for Board or Alternate Member to enter contracts in their capacity as Global Fund Governance Officials.

In case the CFP resigns before the end of the two-year term, the Board Member should designate a replacement as soon as possible, to ensure effective information sharing and continuity.

4.3 Contractors, Consultants and other Service Providers

From time to time, constituencies may be requiring additional administrative support, hire consultants to perform specific duties, or procure other service providers for specific paid services. Like above, any such selection or procurement processes should be **clearly defined, competency-based (for selections) or competitive (for procurement), transparent, and inclusive**. Where Global Fund resources are utilized, they should be in line with the Global Fund constituency funding policy, including the Terms and Conditions which form part of the Constituency Funding agreement and outline requirements on **competitive procurement processes**. Service providers contracted with Global Fund resources should adhere to the [Code of Conduct for Suppliers](#).

As a general recommendation, any arrangements entered into by a constituency with a contractor, consultant, or other service provider should be clear, agreed in writing and documented. Appropriate due diligence should be conducted before the constituency fiscal host engages in or signs any contracts on behalf of the constituency. Board Member, Alternate Board Members and Constituency Focal Points should not be signing contracts in their capacity as Global Fund Governance Officials.

Where real or perceived Conflicts of Interest may arise during a selection or through a planned procurement activity, or as a result thereof, these should be managed in line with best practices and may require the constituency to apply mitigation measures such as recusals as and when necessary. Where deliverables may intersect with the Secretariat's role or functions, a check-in with the Governance Team is recommended.

4.4 Committee Members

The Global Fund Board has **three standing committees**: the Audit and Finance Committee (AFC), and the Strategy Committee (SC), on which members represent their constituency, and the Ethics and Governance Committee (EGC), on which members serve in personal capacity. The committees provide **decision-making, advisory and oversight support** to the Board.

As outlined in Article 43.4 of the BCOP, each constituency should at any one time be represented in at least one committee. According to Article, 43.3. each voting constituency will be represented in the SC and AFC for at least one term within a three terms cycle and represented, in any given term, in at least the SC or the AFC. Each voting constituency will be given the opportunity to have an individual nominated by it serving in their personal capacity in the Ethics and Governance Committee at least once within a three-term cycle.

Committee members bring a range of appropriate skills and experiences from different backgrounds to provide technical expertise and insight. Core competencies and responsibilities are as follows:

Competencies for Committee Members

- ❖ Be a recognized leader in Constituency with capacity and authority to represent the Constituency
- ❖ Have an in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, development financing, operations, governance or strategy
- ❖ Have an in-depth knowledge of and personal commitment to Global Fund principles, core values and mission
- ❖ Experience acting as a representative of a Constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly

Roles and Responsibilities

- ❖ Available to commit 20 – 25% working time to the committee
- ❖ Recognized expert in the area of work of the committee
- ❖ Read all relevant documents prior to committee meetings for effective input in decision-making process
- ❖ Seek input from the constituency on issues being considered by the committee prior to its meetings
- ❖ Participate fully in all committee and Board Meetings, discussions and intersessional work
- ❖ Communicate Constituency views at committee meetings (AFC and SC) and report key issues or decisions back to the Constituency

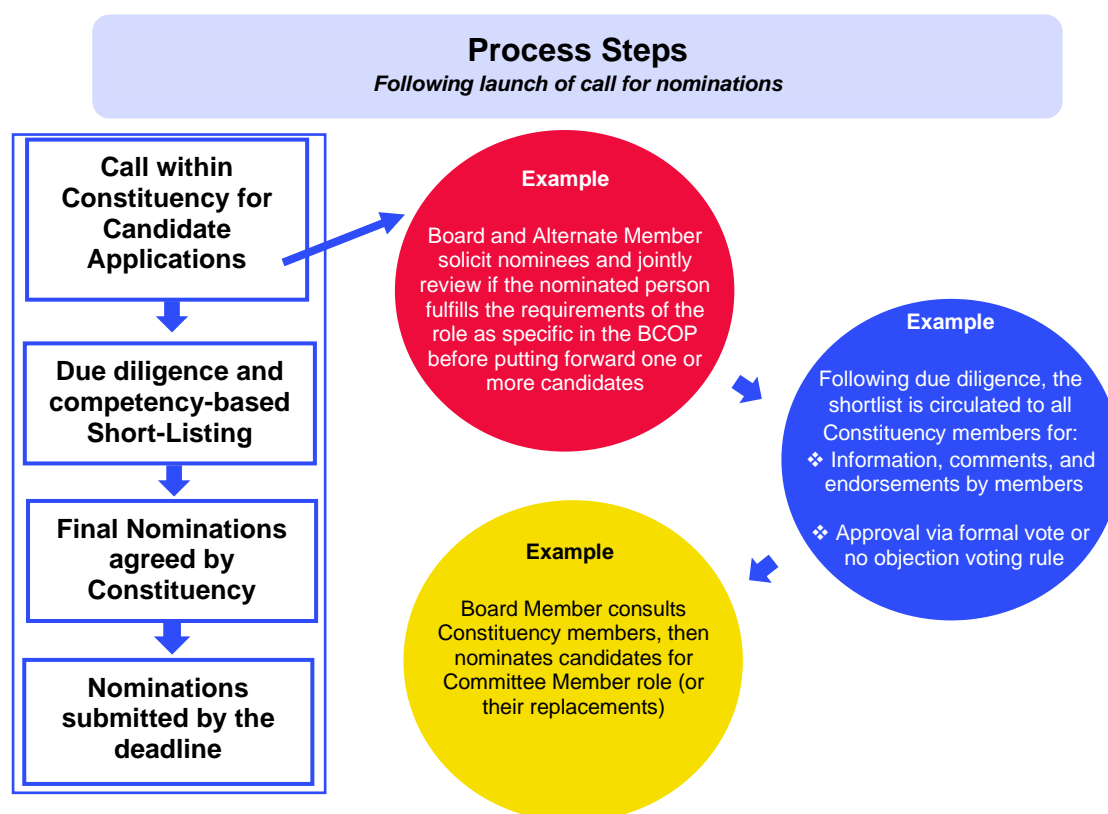
- ❖ A facilitative and consultative approach - diplomatic with policy and strategic skills
- ❖ Strong leadership and management skills gained in a multicultural environment
- ❖ High-level judgment and analytical skills in complex situations
- ❖ Have the ability to work in written and spoken English
- ❖ Consult with Constituency (AFC and SC members) and vote on all necessary electronic committee decisions
- ❖ Adhere to the Global Fund Board conflict of interest policy
- ❖ Work closely with Constituency Board Member, Alternate Board Member and Constituency Focal Point

Skills matrices are available and include the **broader thematic areas of expertise and experience** required in line with the respective committee mandates.

4.4.1 Nomination of Global Fund Committee Members

Committee Members are appointed by the Board following a selection process as provided for in the BCOP. Constituencies are requested to put forward candidates for the role of Committee Member following a **transparent** and **competency-based** internal nomination process, with due attention to **gender balance and other principles of diversity**.

The nomination process is defined by the Constituency and is carried out in different ways across Constituencies. **Integrity Due Diligence** at the constituency level is an integral part of the Committee membership nominations process, and constituencies are expected to conduct reviews in line with the guidance provided by the Ethics Office as part of each call for nominations.



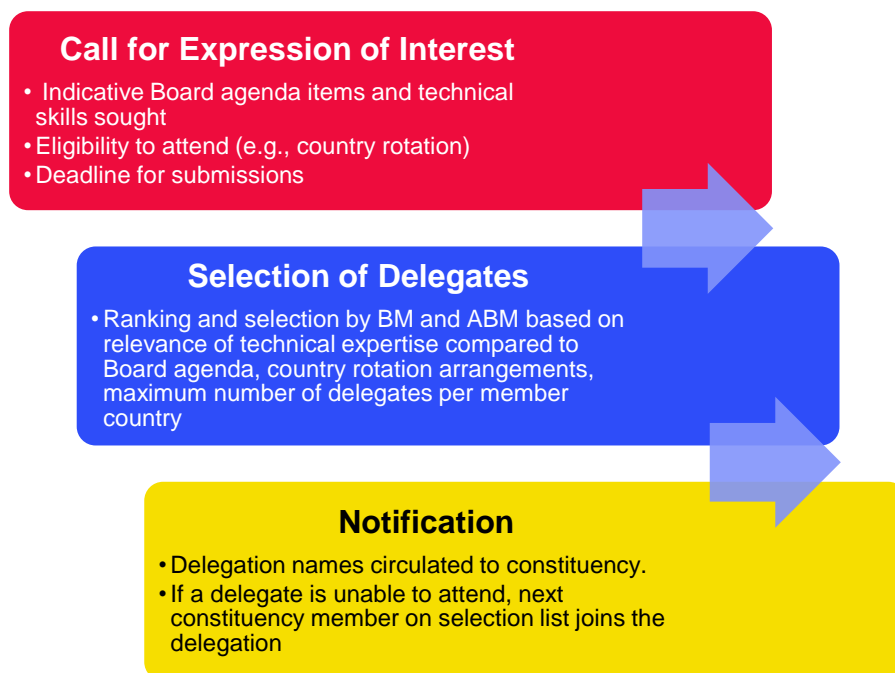
4.5 Board Delegation Members

As outlined in the BCOP, each constituency may send up to 10 people to a Board Meeting. That is, seven Delegation Members, in addition to the core team of Board Member, Alternate, and Focal Point. Delegation Members provide input and support to the Board Member and Alternate Board Member or fulfill other specific duties. It is good practice to include **Committee Members** in the delegation. Constituencies are encouraged to determine a set of roles and responsibilities for delegates. Examples of such responsibilities include:

- Providing technical advice and information to the BM, ABM, and CFP.
- Assisting the BM, ABM, and CFP in developing and presenting constituency positions.
- Reviewing assigned Board Meeting pre-reads.
- Helping to document the outcomes of the Board Meeting.

Constituencies are also strongly encouraged to develop **defined criteria for selecting Delegation Members**. It is recommended that such criteria include **balanced representation** and **knowledge** of key areas being discussed at the Board, based on specific topics on the Board Meeting **agenda**.

Example : Board Meeting Delegation Member Selection Process



4.6 Observers to Committee Meetings

As defined in the BCOP, each constituency may send one observer to committee meetings, subject to certain requirements.

If the constituency already **has a representative on the committee**, the observer must be either the constituency's **Board Member or Alternate**. The constituency is required to inform the Global Fund Governance Team in a timely manner prior to sending an observer to a meeting.

If the constituency **does not have a representative on the committee**, they have the possibility of sending another delegate in cases where both the Board Member and Alternate are prevented from attending *by exceptional circumstances*, and the relevant Committee Chair and Vice-Chair give their approval.

Observers can attend either in-person or virtually and cannot vote or speak during the proceedings. Observers do not attend executive (closed) sessions of the committee or informal calls. They are subject to current ethics-related policy requirements and must have an up-to-date Declaration of Interest cleared by the Ethics Officer.

Constituencies are encouraged to consider how observers should communicate with the constituency before and after meetings.

The Secretariat does not fund travel for observers to committee meetings. Constituency funding may be used for this purpose.

4.7 Constituency Composition and Internal Structure

In addition to the core team of Board Member, Alternate, and Constituency Focal Point, many constituencies, particularly those that represent multiple countries or organizations, may wish to **identify individual focal points for each country/organization** to partake in constituency matters, responsible for communication between the member country or organization, and the constituency and its appointed representatives and Constituency Focal Point. This can be useful in support of ensuring effective communications and **inclusive** and **representative** decision-making.

4.8 Performance Assessments

Best practice guidelines encourage that performance of Board Members, Alternates, Committee Members and Constituency Focal Points be **assessed on an established frequency** and inform renewal decisions. It is also recommended that constituencies establish a **clear procedure for addressing areas of under-performance**, including by identifying additional training or onboarding needs. Performance assessment processes and results are **sensitive information** and the process for sharing results should be agreed in advance, finding the right balance between adhering to confidentiality requirements and ensuring broad accountability.

In addition to appointed representatives, some constituencies may choose to conduct performance assessments on other members of the constituency, such as delegation members, or on the constituency as a whole. **Individual performance assessment information must be treated as confidential.**

Exit interviews at the end of a representative's term are a helpful method of seeking feedback which may be useful to the performance of future incumbents, and to the constituency.

5. ETHICS AND ETHICAL CONDUCT

Best practice principles

- All Governance Officials are committing to upholding core values and demonstrating ethical conduct as laid out in the Code of Conduct for Governance Officials
- Prior to nominating candidates for Board, Committee or Constituency Focal Point roles, constituencies should conduct an integrity due diligence review at the constituency level, in accordance with guidance from the Ethics Officer, as outlined in the BCOPs.
- All Global Fund stakeholders have a duty to report misconduct occurring in relation to any of the Global Fund's activities. For all other matters, constituencies are encouraged to develop their own whistleblowing and whistle-blower protection mechanisms.
- Constituencies should have a written policy for reimbursement of expenses.
- Disputes relating to Board seats should be resolved within the constituency. If no resolution is found they will be escalated to the Ethics and Governance Committee, and Board, as necessary.

Reminders and Tips

- The EGC has developed a Guidance Note on Constituency Dispute Resolution (see Annex 2).

5.1 Code of Conduct and Declarations of Interest

All Global Fund Governance Officials (Board Member, Alternate, Constituency Focal Point, Committee representatives and delegates at Board meetings) are committed to upholding the core values and demonstrate value-based decision-making and ethical conduct as laid out in the [Code of Conduct for Governance Officials](#).

In practical terms, constituencies' internal nominations and selection processes should include **communication** on and set **expectations** for compliance with the Code of Conduct for Governance Officials, and **assessment** of candidates' ability to role model its values. Integrity Due Diligence reviews shall be conducted by the constituency in accordance with guidance from the Ethics Officer.

All Governance Officials (Board Member, Alternate, Constituency Focal Point, Committee representatives and delegates at Board meetings) are also required to submit a Declaration of Interest to the Ethics Officer and resolve or mitigate any conflict-of-interest matters in consultation with the Ethics Officer, prior to taking up their role, ahead of specific meetings or decisions, as well as on an annual basis.

5.2 Whistleblowing and Whistle-blower Protection

All Global Fund stakeholders have a duty to report misconduct occurring in relation to any of the Global Fund's activities. [The Global Fund Whistle-blowing Policy and Procedures](#) apply both to Global Fund employees and to other parties involved with the programs funded by the Global Fund. Events or circumstances requiring reporting are explained in the policy, occurring in connection to persons and entities involved in the management of the Secretariat or management of funded programs, such as Global Fund Staff, grant recipients, suppliers, contractors or CCM members. The Global Fund is committed to safeguarding whistle-blowers and provides the opportunity to treat all whistle-blowing reports as either confidential or anonymous. To encourage whistleblowing on any constituency internal matters that do not fall under the Global Fund policy and procedure, constituencies are encouraged to develop their own whistleblowing and whistle-blower protection provisions.

5.3 Reimbursement of Expenses

Board Members and Alternate Board Members as well as Committee Members are **not remunerated** for their service to the Global Fund. For individual's expenses not funded directly by the Global Fund, constituencies should establish a clear policy for reimbursement of reasonable and permissible expenses. These would normally be limited to direct expenses incurred by Governance Officials and Constituency Delegations as part of their official duties. Provisions included should be aligned with the constituencies' travel policy (see 7.1) and checked for compliance with the Global Fund's provisions on [Constituency Funding](#). A reimbursement of expenses policy would define the nature, type and scope of expenses considered permissible and reasonable, by whom they can be incurred when, any applicable limits and limitations, required thresholds and processes for advance approvals, as well as processes for reimbursements and record keeping.

For more information, please see the [Constituency Funding Policy](#) and associated guidance available on the Governance Portal.

5.4 Dispute Resolution

Effective resolution of internal disputes, should they arise, is key to upholding trust. The Operating Procedures advise that disputes relating to Board seats should be resolved within the constituency if possible, or escalated to the Ethics and Governance Committee, and Board if necessary. Disputes or misunderstandings may also arise in relation to other matters.

As such, constituencies should define a clear, transparent and process for resolving disputes. The mechanism should be balanced, fair, and swift to implement, and should be communicated within the constituency. A comprehensive **Guidance Note on Board Constituency Dispute Resolution**, developed by the Ethics and Governance Committee, can be found in Annex 2.

6. COMMUNICATION AND KNOWLEDGE MANAGEMENT

Best Practice Principles

- Uphold transparency, with due attention to confidentiality, privacy, and distribution restrictions wherever necessary
- Inclusiveness of communications with due attention to language and technical challenges
- Effective feedback mechanisms in preparation for, and to share feedback from, Board and Committee deliberations
- Effective institutional memory management, for effective continuity, enabled through overlapping terms and centralized tools
- Established processes for onboarding and offboarding

Reminders and tips

- The Communications Focal Point is responsible for information-sharing and flow within the constituency
- Select a platform or tool for knowledge management and information sharing
- Maintain up-to-date membership and email distribution lists
- Consider a variety of communications methods and meeting modalities, ensuring accessibility for all constituency members
- Individual countries or member organizations may identify an individual focal point
- Respect privacy principles when collecting, using, sharing, or retaining personal data

6.1 Communication Objectives and Principles

Effective communication, robust internal processes, and modalities for institutional memory management are central to the **effective long-term functioning of a constituency** and **facilitate active participation** in Board and Committee activities.

Key objectives and principles include:

- Ensuring access to reliable and timely information
- Transparency
- Inclusiveness
- Confidentiality
 - Clear guidance on what materials can be shared with the broader constituency and those which must be restricted, in line with and respecting Global Fund requirements and disclaimers/document markings applied by the Secretariat.

- Engagement with other constituencies
 - Information sharing with constituencies, primarily so that input from non-represented constituencies can be brought forward in the committee meetings
 - Using shared spaces to post information, white papers, positions
- Establishing feedback mechanisms
 - Ensure the Constituency is adequately and accurately informed of the outcomes of Board and Committee meetings and decisions
- Privacy of personal information

6.2 Transparency and Confidentiality

Transparency is a core principle of the Global Fund and constituencies should strive to be as transparent and participative as possible in their internal deliberations.

Constituencies should keep in mind the [Global Fund documents policy](#) while respecting provisions on confidentiality and ensure that they are only sharing authorized materials within, but not beyond, their constituency. All official documents distributed to Governance Officials include a clear indication as to their intended audience and distribution permissions. They should not be shared or made available beyond their authorized audience.

Access and login details to electronic portals, platforms and voting systems of the Global Fund for Governance Officials are personalized and should not be shared or disclosed to others.

Official governing body meetings are closed to the public and meeting delegations are defined in advance. Verbal information, deliberations and statements exchanged or obtained during such meetings should be maintained within constituencies. Un-official photography, video or audio recordings of telephone calls, video conferences or meetings by individual constituencies or Governance Officials are not permitted.

Executive Board Sessions and documentation pertaining to them are confidential and strictly limited to those participating in the session.

Constituencies are encouraged to err on the side of caution and **inquire** about disclosure, distribution and sharing permissions prior to passing on information to others.

Similar considerations apply to sensitive or confidential constituency internal deliberations and processes, in particular nominations and selection processes, where candidate information must be handled with appropriate care and confidentiality, while ensuring transparency on the process. **Confidentiality undertakings** may be an additional tool some constituencies may find useful under their specific circumstances, allowing to raise awareness, clarifying expectations and promoting binding commitments for upholding confidentiality arrangements put in place by constituencies. Confidentiality undertakings

can be specific to particular processes, or more general, and involve different audiences, depending on the situation and desired outcome.

6.3 Working Language

The working language of the Global Fund is English, although translation of some documents for Board Meetings is available. Constituencies should define their own working language(s). If a constituency uses multiple working languages, it should determine which types of document(s) will be translated and ensure effective mechanisms to manage communications between the different language groups.

6.4 Communication and Meeting Modalities

Constituencies are encouraged to establish a variety of virtual and/or in-person communication modalities to ensure regular cross-constituency engagement. Such modalities are particularly important during the lead-up to and directly after Board and Committee meetings.

The CFP should have clear mechanisms for making sure all constituency members are **well-informed of upcoming decisions and discussion items in a timely manner**. This may entail circulating relevant documents to all members, compiling reports and inputs into an online portal, organizing pre-meeting briefings, and so on

Preparations for constituency meetings should also be **inclusive**. In practice, this may involve circulating a draft agenda for constituency input, and ensuring materials are circulated in a timely manner for effective preparation. Constituency statements should be circulated within the constituency and agreed, prior to submission to the Global Fund Governance Team.

Relying on the Board Member, Alternative Board Member, Committee Member and Focal Point, constituencies should use **a feedback mechanism to ensure that the constituency is adequately and accurately informed regarding the outcome of Board and Committee meetings**. Circulating Board and Committee reports and holding post-meeting briefings can achieve this, as well as proactively directing constituency members toward information provided by the Secretariat.

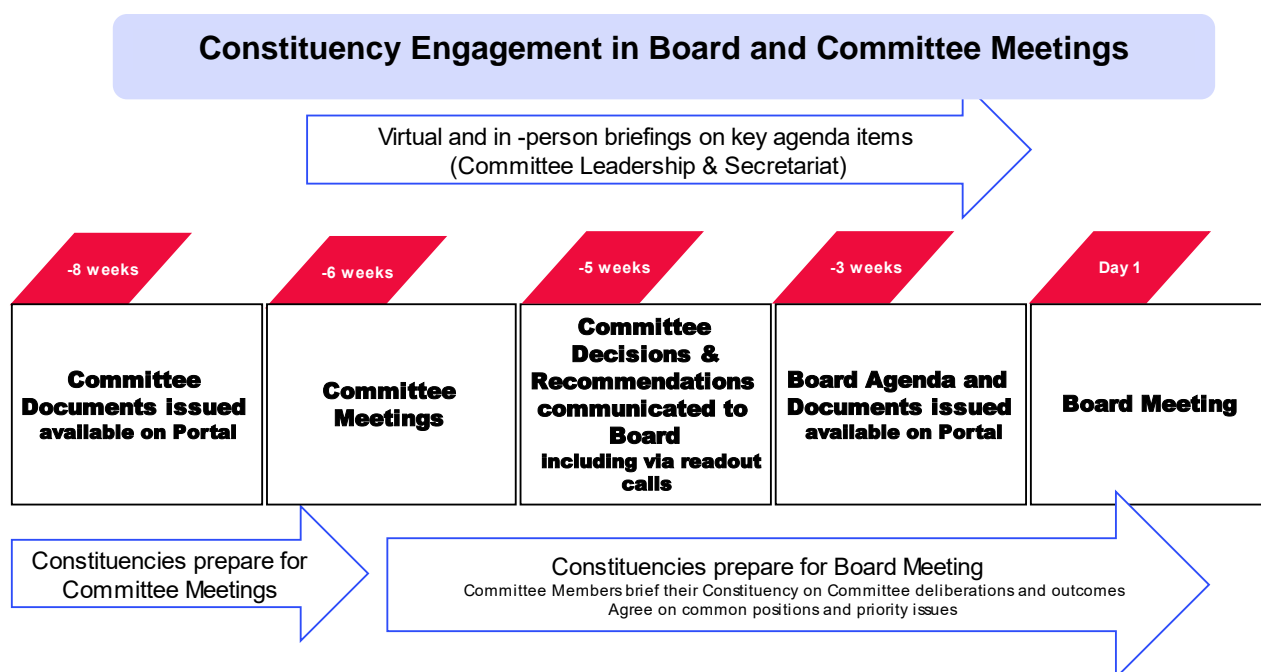
It is good practice to take minutes of constituency meetings or virtual discussions, which should be circulated within the constituency and retained for institutional memory management. Tools for monitoring agreed actions may also be useful for both effective follow-up and accountability.

Engagement with other constituencies, for example through **twinning arrangements** (pairing with another constituency) can be effective for swift updates and information exchange, including on committee meeting deliberations, in support of effective engagement.

6.4.1 Opportunities for Engagement

The GF Legal and Governance Department facilitates regular opportunities for constituencies to engage on Board and Committee matters in between and in preparation for formal meetings. Modalities for information-sharing and engagement include:

- Information briefing calls on key decision items ahead of Board and committee meetings
- The availability of Committee meeting documents to all constituencies ahead of Committee meetings, and circulation of minutes after the meeting
- Attending Committee meetings as an observer
- Invitations to provide input to Committee deliberations through constituency statements, read during the meeting by the Committee Chair or Vice-Chair
- Committee debrief calls, led by Committee Chairs and Vice-Chairs, following in-person committee meetings
- “Twinning arrangements” or joint meetings with other constituencies



6.4.2 Development of Constituency Positions

Constituency positions are important in helping to inform decision-making processes at the Board level. Constituencies aim to meet consensus, and to **establish a unanimous position** on issues before attending Board and Committee meetings. Some additional ways to facilitate this include:

- Requesting various members of the constituency to prepare short position papers or opinions on critical issues for circulation and discussion among the constituency.
- Using e-mail and conference calls to exchange views.

- Benefiting from other regional/international meetings where a broad representation from the constituency will attend to have a side meeting at which Global Fund issues can be discussed.
- Taking advantage of the provision of free meeting rooms the day before the Board meeting to hold constituency consultations.

If reaching consensus proves difficult, the Board Member should at least be aware of the differences that exist within the constituency and be prepared to represent them.

Suggested Communication Modalities	
Regular Conference Calls or Video Calls	<ul style="list-style-type: none"> • To update constituency members on important Global Fund Board and committee discussions. • To gather feedback. • To assign follow up work to support committee and Board decision making.
E-Contact Group	<ul style="list-style-type: none"> • To request input from constituency members on issues under deliberation by the Board and Committees (e.g., electronic decisions.) • To inform members of decision outcomes.
Virtual Conferences, Workshops or Meetings	<ul style="list-style-type: none"> • To discuss priority matters in more length and depth than possible via email or during monthly calls • As an alternative to in-person meetings for budgetary and climate-related reasons, during travel restrictions or for ease in case of geographical spread of members.
Annual Retreats	<ul style="list-style-type: none"> • To develop new strategic priorities and work plan. • To assign delegates to take responsibility for certain areas of work. • To review the past year's performance.
A Secure Virtual Cloud Drive	<ul style="list-style-type: none"> • To serve as a valuable historical repository of all relevant Delegation documents, talking points, reports, and policies. • To share confidential pre-meeting documentation.
Short Reports After Board or Committee Deliberations	<ul style="list-style-type: none"> • To ensure regular feedback mechanisms from representatives after in-person meetings.
Regular reports from Constituency Leadership	<ul style="list-style-type: none"> • To update constituency on Board Member, Alternate and CFP work to take forward constituency priorities.
Annual calendar, workplan or timetable	<ul style="list-style-type: none"> • To ensure key dates are planned and communicated early in advance • To increase participation

****Reminder:** communications tools and methods must be aligned with Global Fund document distribution regulations and relevant **confidentiality** provisions.

6.5 Constituency websites and use of social media

Developing a website and exploring the use of social media channels can be a useful way of sharing information about the constituency and its activities to internal and external

stakeholders, but requires some caution. When distributing information, photos, videos and documents on websites, social media or via electronic means, constituencies should bear in mind confidentiality provisions. In practice, this may require balancing the need for transparency and showcasing constituency work to the outside world with the commitment to act in the best interests of the Global Fund and protect internal material. All Global Fund documents are classified according to their level of sensitivity and indicate the permitted document distribution. Use of the Global Fund name and logo in constituency materials or website would require prior consent from the Global Fund. Constituencies may develop their own logo but should not use the Global Fund logo to represent their own constituency.

6.6 Privacy, data protection and media consent

Whether communicating online or offline, constituencies should **respect the privacy of individuals by ensuring appropriate consent** for sharing personal data or visual information such as photos or videos is obtained. Board meetings are not public, and recordings of any part of the meeting should not be shared outside of the meeting to avoid legal issues and sensitivities. For constituency interventions, videos may be less problematic, if speakers are aware in advance and have consented. However, in an online environment where imagery covers other people, it is advisable to avoid recording and posting footage at all. While data privacy laws are diverse across the globe, a general trend towards stricter provisions can be observed in many places. Paying increased attention to the protection of personal information in a virtual environment, in both professional and personal contexts, is advisable. Annex 3 provides further considerations for data privacy in a virtual environment.

6.7 Onboarding and Continuous Development

It is important that constituencies have **a process in place for onboarding new governance officials and members**.

New Board Members and Alternates will be invited to participate in the **bi-annual Onboarding Program** organized by the Legal and Governance Department. In-between facilitated Onboarding sessions, ad-hoc onboardings can be provided upon request and constituencies may be invited to topic specific training sessions, such as for example on Codes of Conduct. A suite of **e-learning modules** for self-paced learning is equally available on the Governance Portal. Establishing additional Onboarding and continuous development processes at the constituency level **to collect and share lessons learned within the constituency** is encouraged.

Effective mechanisms may include:

- Transition between terms of outgoing and incoming Board Member, Alternate, Focal Point or other representative, ideally with a period of overlap for handover and shadowing.

- Handover notes prepared by outgoing representatives.
- Routine discussion on lessons learned with outgoing constituency representatives, for handover to incoming individual.
- Onboarding materials to share with new members.
- Centralized document-sharing mechanisms in support of learning and institutional memory.
- Proactively identifying skills gaps and seeking continuous development training. The Secretariat is available to respond to identified needs upon request, for example, by providing *ad hoc* briefings or tailored onboarding programs.

7. PROCEDURAL & PRACTICAL ARRANGEMENTS

Best Practice Principles

- **Defined decision-making** practices with clear voting rules
- Ensure **clear, transparent, expeditious** and **fair** mechanism for internal **dispute resolution**, **communicated** within the constituency, and followed **swiftly** when the need arises
- Values linked to **diversity and inclusion** are core to the constituency and part of constituency self-assessments
- Constituency funding applications are developed in an **inclusive** manner and **communicated** within constituency
- Responsible **stewardship** of constituency funding, including through competitive procurement
- Clear **travel policy** for constituency-related travel

Reminders and Tips

- **Annual** application for, and reporting on, **constituency funding**
- **Refer to guidance** available regarding responsible stewardship of constituency funding.
- See also the **Guidance for Dispute Resolution** in Annex 2

7.1 Voting

In line with Global Fund guiding principles, constituencies should aim to reach decisions or positions by consensus. If a consensus cannot be reached, constituencies should use a voting system to reach a clear decision. **Voting procedures** should be clearly documented in the constituency's Governance Framework, including an agreed definition of:

- How different kinds of decisions are taken (i.e., by affirmative or no-objection vote)
- Who can cast a vote
- The threshold for a decision to pass. (i.e., a *simple majority* or *two-thirds majority*).

The selection of governance officials and approval of changes to a constituency's Governance Framework should be approved by affirmative vote.

7.1.1 Virtual and electronic Decision-Making

For most constituencies, both virtual and electronic decision-making is an integral part of their standard operating procedures. While for some constituencies such decision-making is an effective and efficient option to advance matters of urgency or priority between in-person meetings, it may be the only feasible way of reaching any decisions for others.

From a procedural point of view, electronic decision-making requires specific attention to verifying and documenting necessary quorums have been reached, especially in cases of non-objection voting. It also requires ensuring that all those involved in a decision have equal access to information or documentation shared and can fully participate in deliberations in the lead-up to a decision. This serves to ensure that constituencies and elected officials act in line with their Duty of Care.

Where electronic decision-making is only implemented on an exceptional basis, for example during emergency situations, safeguards should be put in place under a Constituency's Governance Framework to ensure matters decided under such provisions are not handled without giving them due consideration.

7.2 Travel

For constituencies from the implementer voting group, the Global Fund will cover travel for the Board Member, Alternate, Focal Point to Board Meetings, and for the Committee Chair and/or Committee Member(s) to Committee meetings, subject to relevant policy provisions.

For travel not funded directly by the Global Fund, it is recommended that constituencies **define and communicate a travel policy**, ensuring clarity regarding class of travel and permissible expenses. In addition, constituencies should engage in **competitive procurement practices** to ensure best value for money. Examples of such practices include the obtaining of several quotes prior to engaging a service or using comparative airfare platforms when purchasing flight tickets.

Constituencies are reminded of the provisions in the Operating Procedures regarding holding formal governance meetings (Board and committees) in locations where there are no travel restrictions for persons living with HIV and where no life-threatening risks related to stigma and discrimination are identified for people living with HIV and key populations. Constituencies are encouraged to also bear these considerations in mind as they organize their constituency meetings, retreats, or other gatherings.

7.3 Constituency Funding

As described in the Operating Procedures, and outlined in the [Constituency Funding Policy](#), all implementing constituencies, as well as the Implementer Group as a whole, are entitled to funding from the Global Fund to facilitate meaningful and informed participation in Global Fund governance processes.

Core activities such as **organizing constituency meetings, facilitating communication, engaging external experts, salary costs for the Constituency Focal Point, and travel costs associated with participation at Board Meetings are eligible for funding.**

Funding provided to the Implementer Group supports strengthening communication and coordination across the implementing constituencies.

Constituency funding operates on a **three-year cycle**, providing constituencies with an overall funding envelope for the full three-year period. Applications consist of a three-year workplan of activities, their anticipated impact, and a detailed budget. The multi-year workplans are approved in Q1 in the first year of the cycle. Funds are disbursed annually, following the submission of an annual report on the use of funds, and achieved impact in the previous year. Unspent funds can be carried forward between years within the three-year cycle. Guidance regarding the preparation of constituency funding applications can be found on the [Governance Portal](#).

To develop a robust constituency funding application, constituencies may consider defining an internal process to develop the application, considering how it is communicated, consulted, and approved within the constituency. Constituencies are encouraged to ensure consensus regarding the funding application before submission of the three-year workplan.

In addition to routine reporting on and monitoring of funding use and impact, **spot checks** will be commissioned by the GF Legal and Governance Department on a regular basis. Constituencies are required to retain records of their expenditures so that these may be provided upon request.

Constituencies are expected to ensure that **effective management controls** are in place to safeguard data related to activities implemented with Constituency Funding. In particular, critical data must be secured, especially data relating to bank accounts, suppliers, service providers, consultants, and staff.

7.4 Data breach

If a Constituency believes there may have been a **data breach**, it is crucial that it is reported as soon as possible to the Global Fund. This can include destruction, loss, alteration, unauthorized disclosure of, or access to business or personal data. Reporting it immediately will help in preserving integrity and data availability. Depending on the nature of the breach, the Global Fund may advise on appropriate course of action.

Additional information can be found in the Global Fund's [Guidance Note on Information Systems and Data Sharing](#).

7.5 Inclusive practices

As discussed previously, different **working languages** can pose a barrier for effective constituency engagement. Defining a joint working language, setting parameters for translation of documents, and using constituency funding for language services such as interpretation during meetings may help overcome such barriers.

Embracing **diversity** and driving **inclusion** has been an important feature of the Global Fund partnership since its inception and is of paramount importance for well-functioning multi-stakeholder constituencies. Regular **self-assessments should include questions around constituency diversity and inclusiveness**, in view of identifying possible gaps and areas requiring intervention. Where needed, specialist expertise may be sought to advise on possible measures to increase diversity and inclusiveness as part of constituency's framework revisions.

Ensuring enough **time** is committed to constituency work and ensuring **adequate resourcing for coordination and collaboration** is key. Constituencies should set clear parameters around expected time commitments for constituency internal deliberations and matters for all members' representatives, Governing Officials as well as other key individuals. The ability to dedicate sufficient time should also be a factor when deciding on allocation of roles and candidatures for leadership positions, in addition to possessing the right competencies for the job. Constituency funding can help ensure professional services or support is available in addition to the role of the Constituency Focal Point, in line with the criteria for appropriate use of such funds.

7.6 Annual constituency statements and Secretariat notifications

Constituencies are requested to:

- **Complete and submit** an Annual Constituency Statement giving information on their constituency processes, and
- **Notify** the Secretariat when the Board Member, Alternate Board Member or Constituency Focal Point changes, via the change of representation form on the [Governance Portal](#).

Completing this form automatically launches a request to submit a declaration of interest and ensures that constituency processes are undertaken in a way that is consistent with the principle of transparency.

ADDITIONAL SUPPORT

Constituency processes are owned by constituencies. At the same time, there are a number of areas where the Secretariat staff can offer support and guidance in support of strengthening constituency ways of working, in line with good practices, and in support of effective engagement in Global Fund governance.

Secretariat Support

The GF Legal and Governance Department is committed to ensuring that constituencies of the Board can work effectively. The LGD Governance Team, is your entry point to the Secretariat, and remains available to advise on governance and procedural matters, key initiatives under consideration at committee and Board, to support your onboarding requirements, to respond to requests for information, to support liaison with other Secretariat teams, and to participate in constituency meetings where this may be useful. Kindly note, however, that the GF Legal and Governance Department is not able to provide administrative support to individual governance officials or constituencies.

Information Sources

Governance Portal: [Secure platform](#) for Committee and Board documents, onboarding materials and information-sharing

Global Fund Website:

- [Governance Policies](#)
- [Board public records](#)
- [Board decisions](#)

For additional information or any questions, please contact the Global Fund Governance Team at governance@theglobalfund.org.

Annex 1: Annual Constituency Statement



Annual Constituency Statement 2022

The purpose of this statement is to provide information on an annual basis about the functioning of each Global Fund Board Constituency. All changes in representation, membership or contact information during the year must be notified by the communication focal point to the Secretariat, via the "Change in Constituency Representation" form on the Office of Board Affairs Portal.

Date of Completion: Click or tap to enter a date.

Reminder: Please attach a copy of your Constituency's most recent Governance Framework or Guidelines when submitting this form, and confirm your permission to share on the Governance Portal.

Constituency Representation

Board Member	
Name	Click or tap here to enter text.
Name of Organization	Click or tap here to enter text.
Position in Organization	Click or tap here to enter text.
Start of term	Click or tap to enter a date.
End of term	Click or tap to enter a date.
Alternate Board Member	
Name	Click or tap here to enter text.
Name of Organization	Click or tap here to enter text.
Position in Organization	Click or tap here to enter text.
Start of term	Click or tap to enter a date.
End of term	Click or tap to enter a date.
Communication Focal Point	
Name	Click or tap here to enter text.
Name of Organization	Click or tap here to enter text.
Position in Organization	Click or tap here to enter text.
Start of term	Click or tap to enter a date.
End of term	Click or tap to enter a date.

Anticipated changes in representation: Please indicate below any changes anticipated, such as Board Member and Alternate Board Member selection process scheduled for the coming year.
Click or tap here to enter text.

Constituency Membership: Please list the groups, organizations, and/or countries that are members of the Constituency. The list can be attached as a separate document.

Click or tap here to enter text.

Constituency Activities: This information is requested to ascertain whether induction or orientation activities will need to be organized by the Secretariat by way of support. Are Constituency meetings foreseen during this Calendar year? If so, would a Global Fund Governance induction be required? Please also comment on any additional support you would like to receive from the Secretariat for your Constituency functioning.

Click or tap here to enter text.

Constituency Declaration: A constituency develops its own processes to designate representatives and determines members of its delegation. On an annual basis, information about this and other operating procedures must be attached for reference. Please provide the following information. (If described in your Constituency Framework or Guidelines, please simply include page reference rather than a description of the process.)

Selection process for Board Member	Click or tap here to enter text.
Selection process for Alternate Board Member	Click or tap here to enter text.
Selection process for Communication Focal Point	Click or tap here to enter text.
Criteria to select the constituency delegation members to attend Board Meetings	Click or tap here to enter text.
Please describe how Board and committee information is shared among Constituency Members.	Click or tap here to enter text.
Most recent review or revision of Constituency's Governance Framework	Click or tap to enter a date.
Next planned review of Constituency's Governance Framework	Click or tap to enter a date.

Annex 2: Guidance on Dispute Resolution

In April 2018, the EGC endorsed a Guidance Note on dispute resolution. The comprehensive Guidance Note is available [here](#). In summary, the EGC recommended that constituencies consider the following guiding principles when adopting a dispute resolution process:

- The process, and any procedural rules, should be clear, transparent, and widely communicated within the constituency
- The process should guarantee the right to be treated equally and the right to be heard
- The process should clarify the role and modalities of involvement of a third party who is called by the parties to assist them in resolving the dispute and the need for the third party to be independent and act in an impartial manner
- The process should be expeditious to enable the disputes to be resolved in a timely manner
- The resolution of a dispute should ideally be recorded in writing

Annex 3: Privacy in the virtual environment

The virtual environment enables communications within constituencies and with others. Care should be taken to protect to dignity and privacy of people participating in virtual interactions, while balancing the interests of transparency and inclusion. This is particularly the case where constituencies are considering recording or using automated transcription functions of virtual meeting platforms. Constituencies should consider the following privacy principles and ensure their compliance with applicable policies and laws:

- ❖ Is there a legal basis for recording or automated transcription? If relying upon consent of participants, this should be informed, affirmative (opt-in not opt-out) and revocable.
- ❖ Is recording or automated transcription necessary to achieve a purpose? Necessity will depend upon the nature of the event. Is it an official meeting for which documentary record of constituency decisions and deliberations is required to be kept or an informal discussion? In determining if recording or transcription is necessary, it may help to consider whether the same event would be recorded if held in-person.
- ❖ Will the recording or automated transcription process only personal information which is relevant to achieving the purpose and no more than necessary? Understand what personal information will be concerned (e.g., names, images, voices, information shared during the course of discussion, online identifiers such as IP address) and minimize the personal information which will be captured.
- ❖ Will the accuracy of the recording or automated transcription be checked? Constituencies should update or remove inaccurate information.
- ❖ How long will the recording or automated transcription be retained? Constituencies should review and remove recordings and transcripts when no longer necessary to achieve their purpose.
- ❖ How will the recording or automated transcription be kept secure? Protect the privacy and confidentiality of personal information through security measures.

Participants should be informed of any recording or automated transcription, of the above and given the opportunity to ask questions.