

# Management Guidelines for South-East Asia Constituency of The Global Fund

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# Management Guidelines for South-East Asia Constituency

## A. Introduction and Purpose

The Global Fund to Fight AIDS, Tuberculosis and Malaria (the “Global Fund”) is a multistakeholder international financing institution duly formed as a non-profit foundation under the laws of Switzerland and recognized as an international organization by various national governments. The purpose of the Global Fund is to attract, leverage and invest additional resources to end the epidemics of HIV/AIDS, tuberculosis and malaria to support attainment of the Sustainable Development Goals established by the United Nations. The Global Fund has a Board as a supreme governing body composed of 20 voting members representing 10 donors and 10 implementers, and 8 non-voting members, including representatives of partner organizations, additional public donors, and the Board Chair, Vice-Chair, and Executive Director. The Board Member and Alternate from the South- East Asia (SEA) region are responsible for representing the position of the region in Global Fund governance meetings, and to vote on all necessary board decisions. The vote is accounted as the position of the SEA constituency.

The purpose of this document is to define the constituency’s internal processes and procedures, so as to facilitate effective and transparent procedures, operations and communication within the constituency, and effective participation in Global Fund governance, through the Board and its standing committees. In addition, the guidelines aim to ensure accountability of SEA representatives towards the constituency and of SEA leadership in representing views and interest of their member countries, with an ultimate aim of duty of care for the Global Fund.

This document specifies representatives’ term of office, selection processes for Board Member, Alternate Board Member, Constituency Focal Point, nomination process for committee representatives, communication practices, constituency operations, internal decision- making procedures and commitments required to serve to the SEA Delegation.

This guideline is also meant to maintain good governance and transparency and provide equal opportunity and inclusion to all members.

The internal processes and procedures outlined in this guideline are drafted in line with the provisions of the “Operating Procedures of the Board and Committees of the Global Fund to fight AIDS, Tuberculosis and Malaria” (OPBC).<sup>1</sup>The SEA constituency will review this document at least every four years. Interim updates may be made as necessary to align with changes in the Operating Procedures of the Board and Committees. Changes to this Framework are adopted via affirmative vote.

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<sup>1</sup> In the event of a discrepancy between the OPBC and this guidelines, the requirements of the OPBC will prevail.

## **B. Mission, Background and SEA Constituency Composition**

### **B1. Mission**

The mission of the SEA constituency is to convey and bring forward the voices and concerns of government, civil society, the private sector and people infected and affected by HIV/AIDS, tuberculosis and malaria of the 11 member countries, to the deliberations of the SEA constituency, the Global Fund Board and its committees.

### **B2. Constituency Composition**

The SEA constituency is composed of the following countries:

1. Bangladesh
2. Bhutan
3. DPR Korea
4. India
5. Indonesia
6. Maldives
7. Myanmar
8. Nepal
9. Sri Lanka
10. Thailand
11. Timor-Leste

All member countries are eligible to vote in SEA constituency internal decision-making processes, according to the voting procedures described in section G below.

The work of the SEA constituency is coordinated by the Board Member (BM), Alternate Board Member (ABM) and Constituency Focal Point (CFP) and is further carried out through the contribution of the constituency members at each countries.

Each member country shall have a dedicated National Communications Focal Point (NCFP) who serves as its representative and liaison on constituency matters and is responsible for ensuring effective communication between the SEA constituency and relevant parties within the member country.

The CFP is responsible for maintaining an up-to-date email distribution list of constituency members, including all NCFPs, to ensure effective communication channels with all constituency members.

### **B3. Guiding Principles**

The SEA constituency's ways of working are informed by the following best practices and guiding 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 key 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 Ethical 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

### **C. Board Member Selection and Responsibilities**

The SEA constituency leadership is composed of the Board Member (BM), Alternate Board Member (ABM), and Constituency Focal Point (CFP).

The constituency selects its representatives following an agreed internal process based on

principles of competency, availability, diversity and representation.

### **C1. Term Length, Representation and Key Principles for Selection of Board Member and Alternate Board Member**

The BM and ABM serve a consecutive two-year term, commencing at the first of June after the first Board Meeting of the calendar year. BM and ABM positions are nominated by the CCM of member countries in SEA constituency in alphabetical order. The country CCMs will nominate at least two persons for each position from their countries. The SEA constituency will select based BM and ABM on competency-based criteria. In the event where a country is unable to present candidate for any reason, then the next country in the alphabetical order will be given the opportunity to present the nomination.

**Eligibility:** candidate eligibility to serve as Board Member or Alternate Board Member is based on the following:

- Proven experience and skills to fulfil the Key Competencies and Responsibilities for Board Member and Alternate Board Member, as contained in Annex 1 of the Board and Committee Operating Procedures, and including experience in implementing programs for the three diseases in the SEA region.
- Availability to commit 20-25% of working time to the position.
- Ability to role-model and comply with the Code of Conduct for Governance Officials and the Global Fund Policy on Ethics and Conflict of Interest.
- Balanced representation requirements, as outlined in the following paragraph.

**Balanced Representation:** In order to enable balanced representation over time among constituency member countries, in a given two years term, the Board Member will be from one country and Alternate Board Member will be from next country in alphabetical order. In next term, country having Alternate Board Member will be eligible to send nominations for Board Member position and next country in alphabetical order for Alternate Board Member position.

**Appointment formalities:** the nominations shall be formally approved by member countries in SEA Constituency under the voting procedures outlined below.

**Leadership Transition and Onboarding:** At each new term, the newly-elected BM, ABM and CFP should seek induction from the Legal and Governance Department of the Global Fund Board at the Global Fund Secretariat. In addition, the outgoing BM, ABM and CFP are responsible for proper handover and knowledge transfer to the incoming BM, ABM, and CFP.

### **C2. Selection Process for Board Member and Alternate Board Member**

The SEA constituency runs a selection process based on provision mentioned in C1 of previous point, for the roles of Board Member and Alternate Board Member after every two years, as follows:

- SEA constituency leadership will establish a SEA leadership selection committee with its mandate and composition to scrutinize and recommend proposed selected candidate for final voting of the SEA Constituency.
- **Call for nominations:** the CFP will issue a call for nominations 6 months ahead of the expiry of the term of the current BM and ABM. The call for nominations will clearly outline the selection process steps, deadline for nominations, required candidate documentation (CV and motivation letter), list of countries eligible to nominate candidates for the upcoming BM and ABM term, and voting procedures for appointment.
- **Communication:** the call for nominations should be widely circulated within the Constituency and its member countries, to facilitate identification of multiple strong candidates.
- **Submission of nominations:** constituency member countries conduct their own transparent and competency-based internal process to identify a candidate, and submit the required candidate materials to the CFP by the deadline. Required candidate materials include:
  - Candidate CV
  - Letter of motivation, including confirmation of time available to serve
- **Pool of candidates:** the selection process requires at least two candidates to proceed. If, by the deadline, the CFP has not received the minimum number of nominations, the deadline for nominations will be extended 10 working days. Otherwise, CFP will call for candidate from next country in the alphabetical order
- **Competency review of candidates:** Following the close of the nomination period, the CFP compiles a competency-based overview of all candidates, noting:
  - An assessment of the skills and experience required, including availability to serve, and ability to role-model and comply with the Code of Conduct for Governance Officials and the Global Fund Policy on Ethics and Conflict of Interest;
  - Gender balance;
  - Disease expertise;
  - Regional experience;
- The competency-based overview of candidates and supporting candidate materials (CV and motivation letter), should be reviewed by the SEA constituency selection committee and circulated to the constituency for decision. Due diligence processes (declaration of Col etc) are required to be conducted at constituency level by selection committee for all nominated candidates.
- **Selection by Affirmative Vote:** The incoming Board Member and the Alternate Member are selected by affirmative vote. All countries in the Constituency are expected to participate in the voting process, and may submit votes as follows:
  - Each country shall vote for BM and ABM separately from two different countries.
  - Votes are submitted in confidence.
  - The CFP is responsible for monitoring and recording votes during the defined voting period, and for reporting the outcome of the decision- making process.

### **C3. Selection of the Constituency Focal Point**

The CFP will be nominated by the Board Member or can be nominated from any member country of the SEA constituency in agreement with the Board Member. The Board Member will select a competent individual with the skills and experience to fulfil the requirements of the CFP role, as defined in Annex 1 of the Board and Committee Operating Procedures and contained in Annex 2 to these Guidelines. The CFP will serve a 2-year term, consecutive with the terms of the Board Member and Alternate Board Member.

### **C4. Role and responsibilities of the Board Member, Alternate Board Member and Constituency Focal Point**

The roles, responsibilities and competencies of the Board Member, Alternate and Constituency Focal Point have been adopted by the Board and are contained in Annex 1, 2 & 3 to these Guidelines.

In accordance with the Article 7.2 of the Global Fund bylaws “Board Member and alternate board members shall be deemed to act in their capacity as representatives of their constituency”. Subject to their respective representative roles, Board Members shall act in good faith in the best interests of the Global Fund in furtherance of its purpose.

In the SEA constituency, the Board Member is also responsible for appointing the Constituency Focal Point, who supports and collaborates with the Board Member and Alternate Board Member.

## **D. Replacing a Board Member, Alternate or Constituency Focal Point before the end of term**

In the event that a BM, ABM or CFP does not participate in at least two consecutive Board meetings or following resignation or departure of the BM or ABM for any other reason, the SEA constituency will seek a replacement.

### **D1. Replacement of the Board Member or Alternate**

In the event of replacement of the Board Member or Alternate, the constituency seeks a replacement from the same country as the departing representative, to serve the remainder of the term. The replacement should fulfil the competencies and requirements of the Board Member and Alternate role and be appointed by the constituency via a no-objection voting process.

### **D2. Replacement of the Constituency Focal Point**

The CFP will be replaced in the same way as the individual was appointed, following the selection process outlined in C3 above.



## **E. Communication**

Effective communication and modalities for institutional memory management enable active participation in Board and committee activities and are central to the functioning of the constituency over time. The communications processes described below are intended to ensure inclusiveness, uphold transparency, and enable effective knowledge management. The constituency notes the need for:

- i. Access to timely information;
- ii. Feedback from SEA representatives following Board and committee meetings
- iii. Consultation within the constituency to prepare positions for Board and committee deliberations and decisions; and
- iv. Respect of confidentiality requirements communicated by the Secretariat in relation to Board and committee documentation.

### **E1. Working Language**

The operating language of the SEA constituency is English. It is therefore a key requirement that Delegates are fully able to communicate clearly in both written and spoken English.

### **E2. General communication process**

- i. The CFP plays a central role in ensuring effective communication within the constituency. CFP will officially communicate with the Global Fund (TGF), BM, ABM & SEA constituency members.
- ii. CFP will circulate information, collects feedback and reports to TGF on behalf of BM/ABM
- iii. Constituency members are responsible to respond to requests sent by CFP within the requested deadline and /or within seven days (whatever is earlier). In the case of decision making, if no response is received within seven days, this will be taken as positive agreement on the decision, with the exception of affirmative votes which require a response before the deadline as outlined in Section G below.

### **E3. Communication and Preparation for Board and Committee meetings**

- i. CFP will circulate information on Board or committee meeting to National Communication Focal Points (NCFP) of SEA countries. NCFP of respective country will be responsible for further follow up and response to CFP
- ii. CFP will assemble the collective agenda and documents and forward to the SEA constituency
- iii. CFP will communicate with the Legal and Governance Department of the Global Fund Board regarding SEA delegates who will attend the Board meeting and make necessary

logistical arrangements

Additional communication modalities may be used to ensure thorough and inclusive preparation for Board and committee deliberations. For example:

- i. Virtual meetings, conference calls and email exchanges on Board and committee agenda items, coordinated by the CFP following consultation with the BM and ABM.
- ii. In-person constituency meeting twice per year, scheduled between committee meetings and Board meeting.
- iii. Feedback from SEA representative(s) on committee(s), to enable the constituency to prepare for the Board meeting
- iv. Requests to constituency members with specific technical expertise to prepare position papers on key issues, for circulation and discussion within the constituency.
- v. Development of constituency statements for submission in advance of the meeting. Constituency statements are invited for all meetings, including committees on which SEA is not represented.

#### **E4. Electronic Board Decision/Comments on issues proposed by TGF**

- i. In case of important issues for positions/comments on the Board decisions, CFP will communicate with BM, ABM who are authorized on their capacity to decide whether decision need broad SEA constituency members opinions.
- ii. CFP will collect feedbacks and report to BM/ABM for decision and send to the Legal and Governance Department of the Global Fund Board on behalf of BM/ABM and subsequently will circulate the final decision report with member countries.

#### **E5. Knowledge Management & Onboarding**

In order to maintain institutional memory beyond SEA representatives' terms, the constituency ensures effective handover between outgoing and incoming representatives as part of transition process within 3 months of handover. Relevant documents and knowledge materials shall be handed over as per Annex 4.

The CFP ensures effective record-keeping of constituency information on a compatible file storage system.

The constituency may request onboarding support for representatives and constituency members by contacting the Legal and Governance Department of the Global Fund Board at any time.

### **F. Board Committees**

#### **F1. Responsibilities of SEA members in Global Fund Standing Committees**

The SEA constituency will be represented on at least one of the standing committees of the Board at a given time. Committee member responsibilities are defined in the Operating Procedures of the Board and Committees, the Charters of the Board Standing Committees, and in Annex 3 of these Guidelines.

Of particular importance to effective SEA constituency functioning are:

- i. The SEA committee members should have good understanding of the region and is responsible for communicating with the CFP on important issues and agenda items under committees' role and responsibilities. The CFP will consult with SEA Constituency Leadership in to seek their advice to represent the SEA Constituency position at the committee meetings and will coordinate to communicate it to the relevant committee member for their deliberations in committee meetings (if relevant, particularly for items that will be later recommended by the committee to the Board for decision).
- ii. The SEA constituency representatives at the Global Fund standing committee as members shall report back to the constituency, as soon as possible after the committee meeting. It is also required to the committee member to have active and continuous engagement with SEA BM and ABM in regular bases.
- iii. The Committee member shall, under the SEA Constituency Leadership's concurrence, be member of a technical group for supporting constituency functions, providing regular recommendations and participate every in SEA regional meeting.

## **F2. Selection of SEA members in Global Fund Standing Committees (AFC, SC & EGC)**

The Global Fund Standing Committee Chairs, Vice-Chairs and members serve a three-year term, and are appointed by the Board following a competency-based selection process. A call for nominations is issued every three years by the board. The SEA constituency role is to identify and nominate qualified candidates for consideration.

SEA nominations for committee roles are determined as follows:

- i. Nominations within the constituency: Following the Call for Nominations, the SEA constituency board member sends the TORs and qualifications to each National Communication Focal Point and requests nominations from each member country, taking into account the competencies and experience required, availability to serve, and gender equity. The deadline for receipt of nominations is clearly communicated.
- ii. The constituency and member countries may proactively search for potential candidates for membership of committees, to match with qualifications and expertise required
- iii. Each country may send nominations to the Board Member within the prescribed timeframe, including the candidate CV and motivation letter.
- iv. Competency Review: The BM, ABM and CFP review the nominations against the

competencies and experience requirements for committee members, defined in the Operating Procedures of the Board and Committees of the Global Fund and shortlist all candidates who meet the requirements of the role. The CFP prepares a competency-based summary of nominations for circulation to the constituency.

- v. Constituency review and endorsement: The BM sends the competency-based summary of candidates, and candidate CVs and motivation letters, to the NCFPs for no-objection approval. The constituency may put forward multiple nominations at each call for nominations.
- vi. Submission of nominations: The CFP submits the list of SEA nominations to the Legal and Governance Department of the Global Fund Board by the deadline, including necessary supporting documentation.
- vii. In case schedule for submission of nominations to the Legal and Governance Department of the Global Fund Board is tight, the BM shall inform the Legal and Governance Department of the Global Fund Board that SEA Constituency has to go through the agreed process of nominations and may not be able to meet the deadline and request for extension of deadline as necessary. A roster of candidates will support the constituency to be prepared for future calls for nominations.

## **G Voting Procedures**

All member countries are eligible to vote in SEA internal decision-making processes. Each member country has one vote. For the Board Member and Alternate Board Member selection process described in section C above, each country has two votes.

The constituency will use affirmative voting for the following decisions:

- Selection of Board Member and Alternate Board Member, except for the replacement will follow provision in D1.
- Adoption of the SEA Management Guidelines
- Decisions to remove a representative, as described in section M below.

The voting is valid only when at least 8 countries of the constituency have casted their vote before the deadline. A decision is pass based on simple majority of the vote casted before the deadline.

All other matters will be agreed by consensus, or by “no objection” vote, from the delegate member or constituency member present at the meeting, including finalization of constituency statements to governance meetings, and endorsement of nominees for committee roles.

The CFP will be responsible for:

- i. Clear communication of the relevant voting procedure when seeking constituency approval;
- ii. Confirming the deadline for response (minimum 7 days);

- iii. Ensuring communication to all SEA NCFPs;
- iv. Recording votes; and
- v. Communicating the outcome of the decision to the constituency.

NCFPs are responsible for communicating the country vote to the CFP before the deadline.

## **H. Responsibility and Commitments of members of SEA constituency**

Members of the SEA constituency are expected to work closely with the BM, ABM and CFP, and will work primarily through e-mail and conference calls.

Member countries of the SEA Constituency have the following responsibilities:

- i. Identify a national communication focal point (NCFP) at country level
- ii. Uphold the values and mission of the SEA constituency
- iii. Promote and protect the interest of the SEA Constituency in line with member countries' interests and TGF policies, rules and regulations;
- iv. Constituency should participate the regional constituency meeting and actively participate in discussions on the agenda, provide advisory recommendations and provide brief update country progress and CCM related issue to BM and ABM every six month.
- v. Reply to all communications addressed to the SEA Delegation in a timely manner within the time frame requested;
- vi. Inform if there is a conflict of interest regarding decision-making processes, and excuse him/herself from the process; and
- vii. Respect document distribution requirements, ensuring that documents are not distributed beyond the constituency.
- viii. Inform if there is any change in responsible person and provide new contact information for seamless communication.
- ix. Constituency member should be available when indicated by the BM and ABM to be delegate member at the GF Board Meeting with the primary role to provide advisory recommendation and support the BM and ABM of the SEA Delegation.

## **I. Performance assessment of the SEA constituency**

Performance assessment of the BM, ABM, CFP and committee member will be conducted once in two years during mid-term, to ensure the smooth and effective functioning of the constituency. The Board leadership may appoint a working group of three members from SEA Constituency to carry the responsibility. The report of performance assessment shall be submitted to the SEA Constituency meeting.

## **J. Constituency Meeting Procedures**

### **J1. Pre-Board Constituency meetings**

There are normally two pre-board SEA constituency meetings and two SEA delegation meeting before global fund board meeting. The meeting procedure for SEA constituency pre-board meeting will be as following:

- i. Constituency Focal Point will send invitation to Country CCM of SEA constituency through National Communication Focal Point. Two people will be nominated by respective country and attend the pre-board constituency meeting.
- ii. CFP will send agenda and related documents to the constituency members as and when finalized and in good time to enable effective preparation by all participants.
- iii. Constituency focal point will include a common agenda item “Country updates” in every constituency/pre-board meeting, for countries to prepare in advance. A presentation guide is annexed (Annex 5) and may be modified as per requirement.
- iv. The SEA constituency members are required to review agenda and send their comments on the agenda at least 7 days before the meeting.
- v. On request of BM, delegates will be required to present paper and conduct session as required.

The CFP will prepare travel and other logistic arrangements including sending invitation letter, support documents for visa application, arrange for funding support according to the Global Fund regulations.

### **J2. Board Meeting**

Only members of SEA constituency are eligible to attend the Board Meeting as part of the SEA constituency’s delegation. Two Board Meetings are held per year and up to 10 delegates of each constituency will attend each Board Meeting. The SEA Delegation will be selected based on understanding of the issues and the work of the Global Fund and ability to participate actively in deliberation of the Board meeting.

### **J3. Criteria and guidance of selection of delegates to attend the Board Meeting**

- I. The constituency may send 10 delegates to a Board Meeting.
- II. BM, ABM, CFP will be 3 standing delegates from SEA Constituency

- III. 5 delegates from constituency member countries will be selected by BM, ABM, and CFP.
- IV. BM, ABM, and CFP may nominate not more than two technical experts who are knowledgeable and insightful of SEA Constituency and the Global Fund priorities and key issues to serve as constituency delegation to the Board meeting. In case of no technical delegates available, seat of delegation shall be allocated to constituency member countries.
- V. Seats of delegation will be distributed to member countries of the constituency as follows:
  - a. The CFP will call for nomination providing at least 2 weeks deadline of nomination by each constituency countries. The nomination response should be made within the deadline. Those that respond beyond the deadline will be considered at lower priority.
  - b. Member countries nominate the potential candidates by submitting not more than two persons in priority order.
  - c. Those that are proposed by the member countries will be screened and only one from each member countries, based on the consultation among BM/ABM/CFP, adhering to the following criteria will be selected as part of delegation:
    - i. The frequency of participation in the official constituency meetings, where all Member States are given equal opportunity of participation, in the last 2 years
    - ii. The frequency of response, within deadline, to the requests of view or questions from the focal points, in the last 12 months
    - iii. The significance of the nominated candidates, for example chair of CCM, members of GF committees from SEAR, will have higher priority.
    - iv. SEA representative on any GF committees that have their specific subject on the agenda on the GF Board meetings should be given priority
- VI. If there are slots available due to less than 7 nominations selected as above, then BM/ABM can nominate the delegates.

## **K. Financial Management**

The SEA CFP will provide budget plan according to GF secretariat funding template and submit for SEA constituency approval before submitting to GF governance team. SEA Constituency must follow the relevant [Constituency Funding Policy](#) of the Global Fund while budgeting various components including asset procurement and management, CFP remuneration and support staff, travel and logistics management etc.

## **L. Travel Policy**

The Global Fund Secretariat will fund travel for the following SEA representatives:

- Travel to Board Meetings for the Board Member, Alternate and Focal Point.
- Travel to committee meetings for appointed Committee Member(s)

For other delegates to Board meetings, or observers to committee meetings, constituency funding may be used to cover travel expenses.

Wherever it is possible for members to find alternative funding to attend meetings that will be preferred. Despite of the Travel policy of GF attention is paid to competitive procurement practices in order to obtain best value for money.

## **M. Dispute Resolution**

In the event of a dispute within the constituency, the constituency will refer to the Guidance on Dispute Resolution issued by the Ethics and Governance Committee and available [here](#).

## **N. Revision of Management Guidelines**

The Management Guidelines for the SEA Constituency should be updated from time to time to reflect the changes and development that occur. The Management Guidelines should be reviewed by member countries under support from Constituency leadership in every four-year period and make recommendation for any changes to be endorsed by the SEA Constituency.



## Annex 1: Key Competencies and Responsibilities of Board Members and Alternate Board Members<sup>2</sup>

Key Competencies for the Board Member and Alternate	Responsibilities of the Board Member and Alternate
<ul style="list-style-type: none"> <li>• Recognized leader in constituency with capacity and authority to represent the constituency.</li> <li>• An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission.</li> <li>• An in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, and development financing.</li> <li>• Experience of acting as a representative of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.</li> <li>• A facilitative and consultative approach—diplomatic with policy and strategic skills.</li> <li>• Strong leadership and management skills gained in a multicultural environment.</li> <li>• High-level judgment in complex situations.</li> <li>• Acute analytical skills.</li> <li>• Ability to act as an ambassador/advocate and to represent this cause at a senior level.</li> <li>• Access to adequate staff support for the analysis, networking and consultation required to be an effective constituency representative.</li> <li>• Access to the necessary communication infrastructure to allow the role to be carried out effectively (e.g. telephone, fax, e-mail and mobile phone).</li> <li>• Ability to work in written and spoken English (additional languages a great advantage)<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Be available to commit 20 – 25% of full working time to the Global Fund including four to six weeks to attend meetings.</li> <li>• 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.</li> <li>• 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-sessional work and consultations.</li> <li>• 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.</li> <li>• Communicate constituency views at Board meetings and report key issues back to the constituency after Board meetings.</li> <li>• Consult with constituency and vote on all necessary electronic Board decisions.</li> <li>• Act as an advocate on behalf of the Global Fund within the constituency and to external stakeholders.</li> <li>• Provide leadership and strategic vision for constituency.</li> <li>• Maintain a focus on issues of interest and importance to the constituency.</li> <li>• 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.</li> <li>• Act as the custodian of the constituency functioning rules as established (or self-determined) by constituencies including</li> </ul>

<sup>2</sup> BCOP Annex 1 Table 1

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

	<p>adherence to the constituency’s conflicts of interest policy on selection</p> <ul style="list-style-type: none"><li>• Participate in annual constituency self-evaluation process as part of Board good governance initiatives</li></ul>
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## Annex 2: Key Competencies and Responsibilities of Constituency Focal Points

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

<sup>4</sup> English is the working language of the Global Fund. During Board meetings, interpretation is provided in all six United Nations languages. Documentation for Board and Committee meetings is provided in English as the official language.

	<ul style="list-style-type: none"><li>• Sharing and communicating decisions from meetings of the Board and Committees of the Board, including implications for the constituency arising from those decisions.</li><li>• Support adherence to the constituency's internal conflict of interest policy on selection of representatives within the constituency</li></ul>
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## Annex 3a: Key Competencies and Responsibilities of Committee Members

Key Competencies for Committee Members and any Alternate Committee Member <sup>5</sup>	Responsibilities of Committee Members and any Alternate Committee Member
<ul style="list-style-type: none"> <li>• Recognized leader in constituency with capacity and authority to represent the constituency.</li> <li>• An in-depth understanding of and personal commitment to the Global Fund principles, core values and mission.</li> <li>• An in-depth knowledge of the issues around HIV/AIDS, TB and malaria, international health and/or development, development financing, operations, governance or strategy.</li> <li>• Experience of acting as a representative of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.</li> <li>• A facilitative and consultative approach—diplomatic with policy and strategic skills.</li> <li>• Strong leadership and management skills gained in a multicultural environment.</li> <li>• High-level judgment in complex situations.</li> <li>• Acute analytical skills.</li> <li>• Access to adequate staff support for the analysis, networking and consultation required to be an effective constituency representative.</li> <li>• Access to the necessary communication infrastructure to allow the role to be carried out effectively (e.g. telephone, fax, e-mail and mobile phone).</li> <li>• Have the ability to work in written and spoken English (additional languages a great advantage)<sup>6</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>• Be available to commit 20 – 25% of full working time to the Global Fund including four to six weeks to attend meetings.</li> <li>• Read all relevant documents prior to a Committee meeting to ensure effective input into the decision-making process.</li> <li>• 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.</li> <li>• Participate fully in all meetings of the Board and Committee, including teleconferences and other virtual means of communication among Committee Members.</li> <li>• Communicate constituency views at Committee meetings and report key issues back to the constituency after Committee meetings.</li> <li>• Consult with constituency and vote on all necessary electronic Board decisions.</li> <li>• Adherence to the constituency’s internal conflict of interest policy on selection.</li> </ul>

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

<sup>6</sup> English is the working language of the Global Fund. During Board meetings, interpretations is provided in all six United Nations languages, but documentation for meetings is provided in English only.

### Annex 3b. Expected Minimum Key Competencies and Responsibilities to be reflected among Members of each Standing Committee of the Board

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

#### **Annex 4. List of materials/documents to be transferred from outgoing to incoming SEA leadership as part of transition**

- I. SEA constituency Management guidelines (all versions)
- II. Constituency funding application/request approved by the Global Fund for two years served by outgoing SEA leadership and all available previous year's constituency funding applications
- III. Constituency expenditure report submitted to the Global Fund for two years served by outgoing SEA leadership and all available previous years constituency expenditure report applications
- IV. Signed Financial report and Constituency Funding agreement for two years served by outgoing SEA leadership
- V. Asset list (with detailed specifications) procured during the tenure of outgoing SEA leadership
- VI. Transition or handover plan of procured assets from outgoing SEA leadership
- VII. Updated contact list of SEA constituency member countries
- VIII. SEA constituency statements, position papers and other essential constituency documents developed and during the tenure of outgoing SEA leadership
- IX. Key email communications from Global Fund or other guidance material providing guidance on constituency processes etc.
- X. SEA constituency workplan and budget calculations used to plan activities by outgoing SEA leadership
- XI. Summary Statement of SEA constituency bank account maintained by outgoing SEA constituency leadership with details of funds received, utilized and balance amount to be handed over to the incoming leadership.

## **Annex 5 –Template for updates from Member Country on grant status**

**Slide 1-** Topic: SEA Country grant updates

Sub topic: SEA Constituency Meeting, Dates XXXX, Venue XXXX

**Slide 2** - GF Grant Overview (of ongoing grant): XXXXX cycle

<b>Disease Component</b>	<b>Signed Allocation for period (_Mention period)* in USD m</b>	<b>Key components/broader areas of funding</b>
TB		
HIV		
Malaria		

*\*Please provide data for country wise allocation including govt and non govt. PRs*

**Slide 3** - GF Grant Utilization: XXXXX cycle

<b>Disease Component</b>	<b>Disbursement in USD m (from start of ongoing grant till meeting date)</b>	<b>Utilization of disbursed grant in USD m (% Utilization)</b>
TB		
HIV		
Malaria		

*\*May highlight key issues related to grant implementation if any*

**Slide 4** - GF country proposal for upcoming cycle (if applicable)

<b>Disease component</b>	<b>Allocation announced (USD m)</b>	<b>Country proposal submission date</b>	<b>Status of GF Approval and implementation start date</b>
TB			
HIV			
Malaria			
Total			

**Slide 5** – Other grants (Eg. GF C19RM grant) Status



Disease Component	XXX signed allocation (USD m)	Period of implementation	Key areas/interventions being funded	XXX grant utilization so far (USD m)
TB				
HIV				
Malaria				
Total				

**Slide 6** – Programme updates: Key achievements

Programme	Key achievements	Challenges	Way forward
TB			
HIV			
Malaria			
Total			

*\* May highlight disease burden status and overall reduction against 2015 targets*

*\*Please mention major initiatives/best practices under the programme*

*\*Key areas of challenges requiring constituency attention*

**Slide 7** – Key issue to be discussed in the meeting/proposed to include in the constituency statement as regional priorities.

*\*To include not more than three points.*

