



Investing in our future

**The Global Fund**

To Fight AIDS, Tuberculosis and Malaria

Sixteenth Board Meeting  
Kunming, China, 12 – 13 November 2007

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GF/B16/6  
Annex 1

**PROPOSED PROCEDURE AS A SHORT-TERM MEASURE TO ADDRESS ARCHITECTURAL  
LIMITATIONS OF THE ROLLING CONTINUATION CHANNEL**

**INTERIM BRIDGE FUNDING FOR EXPIRING GRANTS**

During its Fourteenth Meeting, the Board approved the framework for the establishment of a new funding channel, known as the Rolling Continuation Channel or the “RCC”.<sup>1</sup> This channel was established to provide an opportunity for CCMs to apply for continued funding for strong performing grants that are reaching the end of their funding terms (“Expiring Grants”) under conditions different from those available for proposals under the normal rounds of financing (“Rounds-Based Channel”).

In the context of implementation of the RCC, the following temporary measure has been introduced to provide additional, time-limited funding (“Interim Bridge Funding”) to Expiring Grants in the limited circumstances described below.

1. The purpose of this measure is to provide additional funding under Expiring Grants that have not qualified to apply for RCC where the timing of the qualification review does not allow sufficient time for the relevant CCM to apply for and secure funding through a Rounds-Based Channel proposal before the end of the funding term of the Expiring Grant. For the purposes of this measure, the next available opportunity to apply for funding through a Rounds-Based Channel proposal is referred to as the “next funding round”.
2. Interim Bridge Funding under this measure shall only be extended to Expiring Grants that meet the following criteria:
  - a. None of the disbursement requests under the Expiring Grant were rated “B2” or “C” during the 18-month RCC qualification review period;
  - b. The Expiring Grant has been reviewed for RCC qualification by the Secretariat and determined not to qualify for the RCC;
  - c. No other source of funding (including, for example, another Global Fund grant) will fully continue the activities financed under the Expiring Grant; and
  - d. If Interim Bridge Funding were not available, the Expiring Grant’s failure to qualify for RCC will directly result in a funding shortfall for the continuation of the activities financed under the Expiring Grant.

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<sup>1</sup> GF/B14/DP9

3. The Country Coordinating Mechanism ("CCM") or, if appropriate, in the case of a non-CCM proposal, the grant applicant that has oversight over the Expiring Grant shall normally make the application for Interim Bridge Funding of an Expiring Grant.
4. The application for Interim Bridge Funding must meet the eligibility criteria that apply to RCC proposals, including, but not limited to, country income level eligibility criteria and the requirements for CCM membership and participation.
5. The Global Fund Board may provide Interim Bridge Funding over a period beginning upon the expiry of the Expiring Grant's funding term and ending not later than (i) three months after the Global Fund Board meeting at which the next funding round is approved, in the case of grants where the CCM's proposal under such funding round has been rejected; or (ii) six months after the Global Fund Board Meeting at which the next funding round is approved, in the case of grants where the CCM's proposal under such funding round has been approved.
6. The maximum Interim Bridge Funding the Global Fund Board may grant under this decision shall be determined as follows:
  - a. the number of months in the period over which the Global Fund Board is to provide Interim Bridge Funding,
  - b. *multiplied by*: the average monthly amount the Principal Recipient (PR) is expected to spend or has spent during Phase 2 of the program, based on the financial information set forth in the program budget contained in the grant agreement that covers the Expiring Grant,
  - c. *less*: any funds disbursed to the PR under the Expiring Grant agreement that are expected to be or have been unspent or uncommitted at the end of Phase 2 of that grant and which can be employed during the Interim Bridge Funding period, and any funds available under the grant agreement that are expected to remain or have remained un-disbursed at the end of Phase 2 of that grant and which can be made available during the Interim Bridge Funding period.
7. In the event that, after Interim Bridge Funding for an Expiring Grant is approved, another source of funding (including, for example, another Global Fund grant) is made available that will fully continue the activities financed under the Expiring Grant, the Secretariat shall adjust the Interim Bridge Funding so as to avoid duplicative financing of those activities.
8. Applicants can submit a "request for Interim Bridge Funding" up to six months prior to the end of the term of the Expiring Grant. The Global Fund Secretariat will review the requests made under this temporary measure, and provide a funding recommendation for each grant to the Global Fund Board for its approval under the "no-objection" voting procedure set forth in Section 12 of the Board Operating Procedures.
9. In the event that an Expiring Grant meets all the relevant criteria under this measure, but Interim Bridge Funding is not required because there are sufficient funds remaining under the Expiring Grant to cover the anticipated shortfall in funding, the Board authorizes the Secretariat to extend the funding term of the related Grant Agreement, without committing any additional funding, on the same conditions and subject to the same limitations as set out in this policy.

## GUIDELINES ON CONSTITUENCY PROCESSES

### Part 1: Purpose of Guidelines

1. Recognizing the important principle that constituencies have the right to determine their own internal processes, this paper offers **some guidelines and principles** gleaned from discussions with constituencies and past experience of the internal working of constituency processes. These guidelines update those approved by the Board at its 4<sup>th</sup> Meeting in January 2003. They attempt to set out models and practices which constituencies may then choose to implement to meet the requirement of a representative structure, and to further strengthen their internal constituency processes.

2. The issue of how constituencies are composed and who represents them is covered comprehensively in both the By-Laws and the Board Operating Procedures (relevant passages are quoted in Appendix 1 part A). Likewise guidance on representation at the Board Committee level is provided in the Committee Rules and Procedures (relevant passages are quoted in Appendix 1 part B). However, these explanations do not provide practical insights into how constituencies should operate and what processes should be followed to ensure true representation, a requirement for all constituencies under Article 11 of the By-Laws.

### Part 2: Constituency Processes

#### 2.1 Constituency Formation - Background

1. The formation of Board seats, referred to as constituencies, was negotiated during the initial meetings which established the Global Fund, with some subsequent minor changes. The eight donor seats comprise of either a single country or a group of like-minded or geographically linked countries, who have combined to form a constituency. The recipient countries are defined by the 7 WHO regional groupings with one additional seat for Africa. The three civil society, one private sector and one private foundations seats are allocated according to nominations from within representative groupings of the various stakeholder organizations (e.g. the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria arranged consultations on the election of the Private Sector Member, and the International Council of AIDS Service Organizations (ICASO) organized the election for the NGO positions).

#### 2.2 Constituency Composition

2. In forming these Board seats or constituencies a number of countries or organizations have been grouped together. In some constituencies this grouping is made up of a large number of parties, in others far fewer. If a representative approach is to be taken, it is of course crucial that, from the outset, a constituency **defines exactly who is included within their group**. Whether this is open-ended, such as for some of the civil society constituencies, or very narrowly defined stating who exactly makes up the community represented by the Board Member helps in ensuring successful representation.

3. A list of which countries/organizations are represented within each constituency can be found in Appendix 2.

4. It may also be useful within the larger constituencies to define a small reference group, which is representative of the various sections of the constituency, and can act as a consultative body of important issues.

### 2.3 Constituency Leadership

#### 2.3.1 Background

5. Once the different constituencies were formed these groupings then decided amongst themselves which specific countries/organizations would hold the seat at the Board table, and represent the constituency as Alternate Board Member and Focal Point. Since this time, constituencies have continued to decide amongst themselves how they will be represented at the Board and Committee level. In some cases a broad consultation involving representatives of all constituencies is held to reach a consensus, in others a smaller group decides on who would hold the seat. This is generally dependent on what is practical for the constituency. It is key to the Global Fund model that each constituency has ownership of the process used to select its leaders; however on examining the different processes it is evident that **a broad consultation** is the most effective in ensuring a good understanding of the process and an involvement of all necessary constituents in the selection process. This also ensures adherence to the principles of legitimacy and representation. Therefore constituencies should ensure that in appointing their Board Member, Alternate Board Member and Focal Point, they follow this principle of consultation.

#### 2.3.2 The Board Member

6. Key to an effective constituency representation is an actively engaged Board Member. Highly effective Global Fund Board Members have come from a wide range of backgrounds, but a number of key core competencies can be identified. Whilst by no means prescriptive a suggested list of competencies for guiding constituencies in the selection of their Board Member is outlined below. (Many of these competencies have been drawn from advertisements and calls for nominations to the position of Board Member issued by various constituencies.)

### 2.3.3 Key competencies for Board Members

- An in-depth knowledge of the issues around HIV/AIDS, TB and Malaria, international public health and/or development.
- An in-depth understanding of the scope of the work of the Global Fund and its mission.
- The capacity to commit adequate time to the Global Fund processes, (up to 25 % of working time).
- 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).\*
- Experience of working on a governing body and acting as a representative of a constituency.
- Experience of partnership working and an ability and capacity to network effectively and broadly.
- Strong leadership and management in a multi-cultural environment.
- A facilitative and consultative approach – diplomatic with political and strategic skills.
- High level judgment in complex situations.
- Acute analytical skills.
- Ability to act as an ambassador/advocate and to represent this cause at a senior level.

\* English is the working language of the Global Fund. Board meetings have interpretation in all the 6 UN languages but documentation for meetings is provided in English only.

### 2.3.4 Role of the Board Member

7. It is also useful to consider exactly what is expected of a Board Member. Whilst by no means exhaustive the list below may assist constituencies when considering who is an appropriate candidate for their Board Member. As a rough guide previous Board Members have found that the position can demand up to 25% of their working time.

#### Role of the Board Member

- Participate fully in all meetings of the Global Fund Board including Board Member Retreats. (There are generally 2 Board meetings a year lasting 2-3 days plus travel time. Retreats are generally for one day and take place annually).
- Read all relevant documents prior to a Board Meeting to ensure effective input into the decision making process.
- Participate in teleconferences, and other virtual means of communication amongst Board members.
- Vote on all necessary electronic Board decisions.
- Maintain a focus on issues of interest and importance to the constituency
- Seek input from the constituency on issues being considered by the Board prior to its meeting.
- 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
- Represent the interests of the Global Fund as necessary, both within the constituency and to external stakeholders.

### 2.3.5 Selecting the Board Member

8. The most appropriate process for Board Member selection will need to be defined by the constituency. As outlined above there may need to be broader consultation within the constituency on which country/organization should hold the seat. It may be the case that once this is decided the choice of individual from within this country/organization to be the Board Member becomes the decision of that particular country/organization. However, in some cases the selection of which country/organization should hold the seat may be based on the nomination of an individual rather than a country/organization, as with the Private Sector case study below.

#### Good Practice Case Study 1

For the appointment of the **Private Sector Board Member** a call for interested applicants was distributed by a range of business organizations to their members and other contacts via e-mail and website advertisements. These organizations included the World Economic Forum, the Global Business Coalition on HIV/AIDS, the International Chamber of Commerce and the Corporate Council on Africa. In this instance it was the individual, rather than the country/company that individual was from, that was of key importance.

9. The selection of the individual to represent the constituency can be done in numerous ways, but the individual selected should have a personal commitment to the issues, be willing to work in an inclusive manner with other members of the constituency, and have the time to attend meetings, both of the Board and also of relevant Board Committees and those of the constituency. They should broadly fit the competencies and be committed to fulfilling the role as outlined above. It is perhaps more effective to use these criteria as guidance when selecting a Board Member, rather than a set pre-prescribed rotation of members that may not allow for these criteria to be taken into account.

#### Good Practice Case Study 2

A regional health meeting could be used as a forum in which to consult and decide upon representation. In the past the **Board Member for the Eastern Mediterranean constituency** has been appointed at the World Health Organization Regional Committee for the Eastern Mediterranean. Likewise the Latin America and Caribbean constituency Board Member has in the past been selected at the meeting of the Pan-Caribbean Partnership against HIV/AIDS.

10. Perhaps the key point to take into account here is that a representative structure is best achieved if there is a **consultative process** within the broader constituency, leading to the nomination and appointment of the Board Member.

#### Good Practice Case Study 3

To ensure an inclusive approach the Western Pacific region is reviewing their Board Member selection process. Their proposed new system commences with a call for nominations being issued to eligible countries. The decision on who the Board member should be is then reached by consensus. If a vote is required each country in the region has 1 vote, with a quorum of 2/3 being required. The candidate with the most votes is then awarded the position.

### 2.3.6 The Alternate Board Member

11. Each Board Member may designate an Alternate Board Member to serve in his stead. Once appointed this Alternate has the same rights (including voting rights), privileges and responsibilities as the Board Member. The Alternate can therefore act as a substitute for the Board Member in all Global Fund business and hence should have similar key competencies to those outlined above for the Board Member.

12. As with the Board Member it is entirely up to the constituency how they appoint their Alternate Board Member. However, it is suggested that the above lists detailing the competencies for and role of a Board Member are used as guidance when considering this selection. The appointment of the Alternate has in some cases been the decision of the Board Member, while in others it reflects a broader consultation and negotiation with the constituency.

13. For constituencies representing a broad range of interests (including diverse countries or organizations) it seems most effective if **the alternate comes from a country/organization other than that of the Board Member**. This assists with issues of representation and ensures a broader range of opinion and input.

### 2.3.8 The Focal Point

14. The Focal Point is key to ensuring effective information flows both back and forth between the Board Member and Alternate, the constituency they represent, and the Global Fund secretariat. They are also key in ensuring the broader dispersion of information within their constituency. The importance of this role cannot be emphasized enough. Again acknowledging that each constituency is wholly responsible for deciding how to select and subsequently appoint its Focal Point it is recommended that the below guidance is considered when selecting a Focal Point.

#### 2.3.9 Role of the Focal Point

- **Develop an extensive network of contacts and maintain distribution lists for these contacts**, including designated (sub) focal points within the constituency to ensure information related to the Global Fund is widely distributed.
- **Ensure that all communications** from the Global Fund Board and Secretariat are **distributed** to all contacts within the constituency.
- Be the **catalyst for and the repository of constituency opinions and positions** on Global Fund matters. These positions should be developed in a broadly consultative manner (see paragraph 5.1).
- Develop a **network of expertise and knowledge** within the constituency to ensure that all available resources are drawn on in the development of constituency positions related to the Global Fund and in supporting the development of Global Fund policy.
- Provide support to the Board Member and Alternate as necessary
- Have access to the necessary communication infrastructure to allow the role to be carried out effectively, e.g. telephone, fax, e-mail, internet access and mobile phone.

#### 2.3.10 Key Competencies of Focal Point

- Have the ability to work in written and spoken English as well as languages relevant to the constituency (additional languages a great advantage).
- An understanding of the scope of the work of the Global Fund and its mission.
- The capacity to commit adequate time to the Global Fund processes. (The amount of time necessary will vary from constituency to constituency but 25% of working time would seem a good estimate.)
- Excellent communication skills and networking abilities.
- Experience of partnership working.
- A facilitative and consultative approach.
- Considerable experience of contact management, with relevant IT skills.

#### 2.3.10 Selection of the Focal Point

15. In many cases the Focal Point is from the Board Member's country/organization, and is appointed by the Board Member. Although in some cases the focal point is a representative of a different country/organization which assists in managing the constituency process and contributes to ensuring a representative approach. However, current practice suggests that it is useful if the Focal Point is close to the Board Member either as part of the same office or based in the same country. In any case one of the main criterion should be access to a **reliable communications infrastructure** which should include readily available access to e-mail, internet access, telephone (both landline and mobile) and fax.

#### Good Practice Case Study 4

The Developing Country NGOs constituency has introduced a system whereby each of the four regions on the constituency has a Regional Communication Focal Point (RCFP) who assists with communication and dissemination of information. The lead Focal Point for the constituency is from the same region as the Board Member. This system ensures that in a large constituency covering many organizations and regions, good information flows can occur.

### 2.4 Term-Limit for Board Members Alternates and Focal Points

16. It is useful to **define at the outset the length of term to be served** by the representatives who are selected to be the Board Member, Alternate Board Member and Focal Point. Particularly in cases where constituencies are composed of several countries, best practice suggests that a pre-defined term limit and rotation of the seat is advisable.

17. There are a number of options for how this rotation may be engineered. The below table indicates four different ways of rotating representation. All are within the 2 year rotation system as laid out in the By-Laws.<sup>2</sup>

<sup>2</sup> See Appendix 1 point 7.2

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

#### Key

For the purpose of this diagram the constituency is assumed to be made up of 4 countries/organizations - A, B, C, D, but more countries/organizations could easily be inserted to the chart if necessary.

**BM** = Board Member

**Alt** = Alternate Board Member

**Model 1:** Leadership rotates annually. After one year alternate becomes Board Member for 1 year.

**Model 2:** Leadership rotates every two years. After 2 years Alternate becomes Board Member for 2 years.

**Model 3:** Leadership rotates annually. No overlap of Board Member and Alternate

**Model 4:** Leadership rotates every two years. No overlap of Board Member and Alternate

18. Obviously it is important that a balance is struck between continuity of representation, and rotation of representation amongst different members of a constituency. Perhaps for large constituencies it may be more appropriate to rotate representation after a year, (with a period of overlap to ensure continuity), whereas for smaller constituencies a longer period may be more appropriate.

#### Good Practice Case Study 5

The Eastern and Southern Africa constituency is made up of 20 countries. Board Member representation is allocated according to an alphabetical order of countries from A – Z, with a rotation of Board Members that follows Model 1 above. Whilst this is an inclusive model it will take 20 years for Zimbabwe to be represented at the Board. If the constituency had chosen Model 3 this would take 10 years, or Model 2 would take 40 years.

## Part 3: Board Delegations

### 3.1 Composition of Delegations

- Delegations to Board meetings and nominations for Committees are channeled through the Board Member.
- Constituencies are asked to limit the size of their delegations to below the 10 person maximum as this simplifies the logistical planning of Board meetings and enhances the efficiency of Board proceedings.
- Within the delegation limit of 10, constituencies should **ensure broad representation at Board meetings**. This should include representatives of countries and organizations other than the Board Members own. It is useful if delegations also reflect **an extensive range of competence and expertise** to enrich the contribution of the constituency to Board business.
- It is recommended that logistic information regarding Board meetings is sent to representatives of all countries/organizations within a constituency, and that there is an established agreed upon process for applying to be part of a delegation and selecting who representatives will be. (The constituency Focal Point should be key in the organization of this process.) If this process is clearly laid out and agreed upon this will increase transparency and make a broad representation possible. It will also ensure that there is a system in place to ensure that there is a fair selection and rotation of representatives within a delegation.
- It is advisable that constituencies decide well in advance of Board meetings who their delegation members will be, (perhaps at the start of each year), as this will ensure the relevant visa application processes can be put in train in sufficient time.

#### Good Practice Case Study 6

Within the Point Seven constituency, to form a constituency position, contact persons in each member country in the grouping are contacted by the Focal Point before each Board meeting and asked to nominate a member of the Board delegation. If there are more than 10 nominations, consultations take place in order to reduce numbers to within the limit, whilst ensuring all countries within the grouping are represented.

## Part 4: Communications within Constituencies and Meeting Preparation

- As has been explained the Focal Point is key to the effective communication both within a constituency, between a constituency and its leadership, and between a constituency and the Global Fund Secretariat.
- The Focal Point is also critical in assisting the constituency in developing a position on a particular issue.

### 4.1 Development of Constituency Positions

- Many constituencies consult internally in developing Global Fund positions. This is done in a variety of formal and informal ways. It is strongly recommended that all constituencies, particularly those representing multi countries/organizations continue with this practice.

Furthermore it is considered desirable that constituencies try to **establish a unanimous position** on issues before attending Board and Committee meetings. If this proves difficult at least the Board Member will be aware of the differences that exist within the constituency and can represent them adequately.

4. Constituencies can use the following means to assist in **the development of constituency positions** prior to Board and Committee meetings:

- a. Requesting various members of the constituency to prepare short position papers or opinions on important issues for circulation and discussion amongst the constituency;
- b. using email and conference calls to exchange views;
- c. 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; and
- d. taking advantage of the provision of free meeting rooms the day before the Board meeting to hold constituency consultations. (See section 7.5)

**Good Practice Case Study 7**

To develop a constituency position on important issues, within the Canada, Germany Switzerland grouping, the focal point requests members of the constituency submit their views in advance. These views are then circulated and “discussed” electronically amongst the constituency. This is then followed by a conference call leading up to the Board Meeting. Finally the constituency holds a face to face consultation, normally the day before the Board Meeting.

5. It is equally necessary that the Board Member, Alternate Board Member and Focal Points develop a **feedback mechanism** to ensure the constituency is adequately and accurately informed regarding the outcome of Board Meetings. Circulating Board reports and holding briefings can achieve this, as well as directing constituency members towards information provided by the Secretariat.

**Good Practice Case Study 8**

Within the Developing Country NGO constituency, following a Board Meeting, information is fed back to constituency members via an electronic bulletin that is translated into six languages.

**Part 5: Engagement at the Committee Level**

**5.1 Constituency Representation at the Board Level**

1. Key to the work of the Board is the supporting and background work carried out by the Board Committees. For the Board Committees to function effectively it is essential that there is consistent and high-level engagement. It is therefore preferred that a constituency is represented on a Committee by their Board Member or Alternate. Some constituencies have also been represented at the Committee level by their Focal Point, whereas others have separated this role out and kept it as a communication facilitation, rather than a representative role.

2. As with Board meetings it is essential that Committee Members develop a **feedback mechanism** to ensure the constituency is adequately and accurately informed regarding the discussions held and outcomes of Committee meetings. This is particularly important

if people other than the Board Member or Alternate represent the constituency on the Board Committees. It may be useful to schedule conference calls or meetings between the Committee meetings and Board meeting to facilitate this feedback and ensure the constituency is fully prepared for discussions at the Board meeting.

**Part 6: The Role of the Secretariat**

1. Perhaps the key point to stress here is that the Global Fund Secretariat cannot, and in no way wishes to dictate how constituency processes are managed. This includes how Board and Committee Members are nominated, appointed and rotated; and how information is shared amongst constituencies. However, bearing in mind this important principle, there are a number of areas where the Secretariat staff can support and assist the constituencies in these processes. This assistance can be either direct or alternatively via the web.

**6.1 The Global Fund Website**

2. The Global Fund website [www.theglobalfund.org](http://www.theglobalfund.org) contains a wide range of information and resources that may be useful to Constituencies. The following links in particular may be useful:

Web-Link	Summary of link
<a href="http://www.theglobalfund.org/en/about/board/">http://www.theglobalfund.org/en/about/board/</a>	Details general board information
<a href="http://www.theglobalfund.org/en/about/governance/">http://www.theglobalfund.org/en/about/governance/</a>	Links to all the core policies of the Global Fund
<a href="http://www.theglobalfund.org/en/about/board/members/">http://www.theglobalfund.org/en/about/board/members/</a>	Gives Board Member biographies and contact details
<a href="http://www.theglobalfund.org/en/about/board/documents/">http://www.theglobalfund.org/en/about/board/documents/</a>	Database of all Board documents and Decision Points
<a href="http://www.theglobalfund.org/en/about/board/calendar/">http://www.theglobalfund.org/en/about/board/calendar/</a>	A calendar of Board and Committee meetings
<a href="http://www.theglobalfund.org/en/about/board/committees/">http://www.theglobalfund.org/en/about/board/committees/</a>	Committee Rules and Terms of Reference
<a href="http://www.theglobalfund.org/en/about/board/committees/contact/">http://www.theglobalfund.org/en/about/board/committees/contact/</a>	Details of Committee Members
<a href="http://www.theglobalfund.org/en/funds_raised/reports/">http://www.theglobalfund.org/en/funds_raised/reports/</a>	Details latest information on Global Fund grants

3. Constituencies should also remember that prior to both Committee meetings and Board meetings relevant documents are posted on password protected websites for downloading as required. Prior to meetings details of these sites are sent out to members via the relevant Secretariat Focal Points.

### 6.1.1 Constituency Webpage or Blogging Area

4. To further assist with the constituency processes, and to further facilitate communication both within constituencies and between constituencies and the secretariat, a password protected blogging area, on the main corporate website can be established for each constituency. This area could contain core information pertaining to constituency issues and could be an effective way of ensuring this information is shared and discussed. For further information on this please contact [luke.aspinall@theglobalfund.org](mailto:luke.aspinall@theglobalfund.org)

### 6.2 Board Member Area of SharePoint Site

5. SharePoint is a secure platform for document and information sharing. The intended purpose of the new SharePoint site is to allow members easy access to shared documents, calendars, announcements and postings. The Board Relations Team is currently working on a SharePoint site specifically designed for the members of the Board, which would include Board documents, decision points and calendars. It is also planned that the Board Members SharePoint site will be used as an instrument for online registration so that constituencies can log in and register directly for Board meetings. It is expected that this shared workspace will be a tool that facilitates collaboration and communication within and among constituencies. A SharePoint site will also be developed for Committee and Replenishment Members. The Board Member SharePoint site is planned to go live in April / May 2008 and more information on this new initiative will follow in due course.

### 6.3 Facilities During / Pre Board meetings

6. Constituencies are reminded to take advantage of the provision of free meeting rooms to hold constituency meetings and consultations before Board meetings. These meeting rooms can be reserved via the secretariat Board Relations Team.

### 6.4 Contacts at the Secretariat

7. Constituencies are reminded that they can contact different teams within the Secretariat with questions and/or for advice. The following teams may be of particular use to the various Board constituencies:

#### Board and Donor Relations

[luke.aspinall@theglobalfund.org](mailto:luke.aspinall@theglobalfund.org)

#### Civil Society

[mick.matthews@theglobalfund.org](mailto:mick.matthews@theglobalfund.org) (Communities),  
[edwige.fortier@theglobalfund.org](mailto:edwige.fortier@theglobalfund.org) (Developed NGO's),  
[ntombekhaya.matsha@theglobalfund.org](mailto:ntombekhaya.matsha@theglobalfund.org) (Developing NGO's)

#### Private Sector Partnerships

[adele.sulcas@theglobalfund.org](mailto:adele.sulcas@theglobalfund.org)

### Relevant Regional Cluster Leaders

Address queries to [lindsey.hernandez@theglobalfund.org](mailto:lindsey.hernandez@theglobalfund.org) who will assist with forwarding your query to the relevant Secretariat member.

8. It should be stressed here that internal constituency discussions and any matters regarding constituency or Board Committee leadership and membership need to be internally discussed by the constituency, under the leadership of the Board Member. The Secretariat staff can not be called upon to participate or intervene in these discussions. All efforts should be made to resolve

these issues internally. With regards to the appointment of the Board Member, should this not prove possible the issue may be referred to the Board for consideration.<sup>3</sup>

### 6.5 Regional Meetings

9. For each Global Fund implementing regional cluster, annual regional meetings are organized by the Secretariat. These meetings are used to discuss a number of varying issues relevant to the Global Fund within that constituency, including at times, governance and constituency processes. Information on regional meetings can be found on the Global Fund website via the below link, or via the relevant Secretariat cluster leader.

[http://www.theglobalfund.org/en/in\\_action/events/](http://www.theglobalfund.org/en/in_action/events/)

### 6.6 Myglobalfund.org

10. In addition to the official corporate Global Fund website a second site, Myglobalfund.org, has been developed which was launched in October/November 2007. This website has a much simpler structure than the main site and is therefore easier and quicker to load. (This may be particularly useful in areas of the world with limited internet bandwidth) The intention is that this new communication and exchange platform will help Global Fund recipients and stakeholders share best practices and communicate on the progress of grants. Its contents will be driven by its registered users through the use of blogs, online discussion forums and other communication tools (chat, file & photo sharing, etc). MyGlobalFund's goals are to maximize grant efficiency, to facilitate the flow of information on Global Fund processes and to further position the Global Fund as a true partnership. Whilst this site will have a more "implementer" rather than Board constituency focus in comparison to the main corporate site, it could still be a valuable source of information for Board constituencies.

### 6.7 Other Ways the Secretariat Can Support Constituency Processes:

#### 6.7.1 Organization of Delegation Consultations

11. To assist Board delegations in the development of constituency positions, should constituency Board delegations wish to organize a consultation prior to a Board meeting,

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<sup>3</sup> The Board Operating Procedures state in Article 30 - "Disputes regarding entitlement to a Board seat should in the first instance be resolved by members of the constituency entitled to the Board Seat. If the matter is not resolved by the constituency, it may be settled by the Board."



the Secretariat Board and Donor Relations Team is available to assist with the organization and booking of relevant facilities. The cost of such consultations can also be paid for by the Secretariat. Please contact the Board Relations team for further information.

#### **6.7.2 Provision of Conference Calls**

12. At present many constituencies organize conference calls to ensure important issues are discussed and constituency positions formed prior to Board meetings. Currently the cost of these calls must be covered by the individual constituency; however this service can in the future be paid for by the secretariat. Call-in numbers will be provided and calls booked through the secretariat. Each constituency will have an account and an annual limit will be set on the amount each constituency could then spend on conference calls. Please contact the Board Relations team for further information.

#### **6.7.3 Establishment of Contact Database for each Constituency**

13. The Secretariat can assist with and cover the cost of individual constituencies establishing a database of useful contacts. Again please contact the Board Relations team for further information.

#### **6.7.4 Research on where constituencies can get further support**

14. Certain constituencies have successfully managed to get further funding for retreats or to sponsor the attendance of delegates at Board Meetings.

#### **Good Practice Case Study 9**

Two of the Civil Society Board constituencies have successfully applied for funding from the Open Society Institute to fund constituency retreats. The Developing Country NGO constituency has also received support from the Ford Foundation to fund the attendance of this constituency's delegates at Global Fund Board meetings.

15. The secretariat can provide further assistance by researching these funding opportunities and providing relevant information to the constituencies. Again please contact the Board Relations team for further information.

#### **6.7.5 Information on Committee attendance**

16. If it is felt useful a breakdown of attendance at Board meetings and Committee meetings can be provided on a constituency by constituency basis. This information can be requested directly by e-mailing:  
[luke.aspinall@theglobalfund.org](mailto:luke.aspinall@theglobalfund.org)

#### **6.8 Constituency Operations Statement**

17. It is very useful for the Secretariat if Constituencies complete and submit an Operations Statement, giving information on their constituency processes when the Board Member, Alternate Board Member or Focal Point is changed/rotated. A copy of this statement is attached as Appendix 3. Completing this form ensures that

constituency processes are undertaken in a way that is consistent with the Global Fund principle of transparency.

#### **Part 7: Conclusion**

1. The Global Fund Board of Directors' multi-sector composition and rules of engagement are a departure from most international institutions. Its diversity embodies the aspiration of a true multi-stakeholder partnership ensuring that all members participate with an equal voice. Whether one is a Minister of Health or the head of an international organization; the president of a corporation or a person living with HIV/AIDS, each abides by the same rules of engagement and each brings one vote to the decision-making process. In many respects the Country Coordinating Mechanism (CCM) is a country-level, mirror image of the Global Funds Board of Directors. The CCM is also a forum where multiple social sectors, public and private, come together to govern the distribution of resources and manage their effective implementation. Like the Board of Directors, CCMs also provide oversight to the business of the institution setting policy (i.e. in the form of developing proposals that address national plans for HIV, TB, and malaria) and making strategic decisions about current and future directions. Both forums have permanently altered the governance landscape in international health; from a global perspective the Board has set the tone and pace for the genuine inclusion of civil society and the private sector in ways quite different from most other multilateral institutions. The CCM on the other hand has opened doors for and insisted upon the inclusion of civil society partnerships in significant and profound ways that heretofore had been only been expressed as aspirations.

## Constituency Guidelines Appendix 1 Part A:

The following articles in the *By-Laws* relate to the constituency process:

### 7.1. *Composition*

The Foundation Board shall consist of twenty voting members and four nonvoting members. Each voting member shall have one vote.

### 7.2. *Appointment of Foundation Board Members*

Each group mentioned in Article 7.1 of these Bylaws will determine a process for selecting its Foundation Board representation. Board Members will serve as representatives of their constituencies. Foundation Board Members will serve on the Foundation Board for two years or such other term that the Foundation Board may determine.

Board Members shall be deemed to act in their capacity as representatives of their respective governments, organizations, constituencies or other entities.

And in the *Board Operating Procedures* as follows:

#### 1. *Board Members*

Certain Board seats are allocated to or may be held by constituencies, including groups of organizations or countries. In such circumstances, each constituency will develop its own process to designate its representatives to the Board and determine the members of its delegation, and shall provide this process to the Board for reference.

#### 2. *Alternate Members*

Each holder of a Board seat may designate an Alternate Member to serve in his or her stead. The Alternate Member serving in the stead of a Board Member shall have the same rights, privileges and responsibilities as such Board Member. In cases where the Board seat represents a constituency of more than one country or organization, the Alternate Member may be selected by the members of the constituency in any manner they choose.

## Constituency Guidelines Appendix 1 Part B:

The following articles in the *Committee Rules and procedures* also relate to the constituency process:

### Section II: Membership

#### A. Selection, Balance and Continuity

10. The Board Chair and Vice Chair, in consultation with the Committee Chair, will propose membership of each committee, based on applications made by constituencies for committee membership, for full Board approval. Each constituency may participate in a maximum of two committees (membership of the Ethics Committee will not count towards this limit). Where demand for committee seats exceeds the maximum, priority will be given to ensuring the balance of donors, recipient countries, NGOs, private sector and foundations.

11. Membership of Committees will be by constituencies who will nominate one qualified individual to be the Committee Member. While it is preferable that constituencies choose Board Members or alternates to serve on Committees, they may choose any individual to represent them. This individual should have an appropriate mandate, be sufficiently informed, briefed and empowered, so that he/she can contribute to the work of the Committee and accurately represent his/her constituency.

12. In cases where a constituency's Committee Member is not also the Board Member, the Committee Member is expected to represent the Board member's positions and keep the Board member regularly updated on all committee activities.

13. In the exceptional case that a Committee Member cannot attend a meeting, one named alternate can substitute for the member. Communication with the alternate is the responsibility of the Committee Member.

14. In the exceptional event that membership must permanently change from one delegate to another, both the incoming and outgoing members may, with the explicit permission of the Committee Chair, attend one meeting together in order to facilitate the transition of membership.

15. Committee membership should be for two year terms.

#### B. Accountability

16. The Board Chair in consultation with the Vice Chair will continuously review the output of Committees, assess their effectiveness and make appropriate recommendations regarding their membership and mandates as events require.

17. The Board Chair is responsible for convening meetings, within two weeks of the conclusion of each Board meeting, of the Vice Chair, Committee chairs, Executive Director or designee to address coordination of Committee work plans and roles and to address any other pending Committee issues.

18. The Board shall specify which Committee shall bear primary responsibility for a particular issue, in cases where more than one Committee may be reasonably expected to have a joint interest in a policy or area of work. The Board decision and the subsequent

work plan must clearly state which Committee is the lead actor on that area of work. Where appropriate, Committee meetings will be scheduled to facilitate collaboration between Committees with a common interest (including cross-cutting meetings).

19. If, as a result of the assessment of a Committee a leadership problem is perceived, the Board Chair and Vice Chair will make the necessary changes to the chair and/or vice chair positions. In the case of a membership problem where a Committee Member is not performing, e.g. not attending committee meetings or not responding to explicit requests given by the committee chair, then the first action will be for the committee chair to consult with the concerned Board Member. If the situation persists, the committee chair will consult with the Board Chair and Vice Chair. As a last resort, the Board Chair and Vice Chair will remove the constituency from the Committee and the normal selection process will be followed to fill the vacancy.

**Constituency Guidelines Appendix 2 – Countries / Organizations in Constituencies:**

The composition of the Global Fund Board Constituencies is reflected below to the best of our knowledge. As Constituencies have their own internal operating procedures, if your Constituency is operating under different parameters, please contact: [luke.aspinall@theglobalfund.org](mailto:luke.aspinall@theglobalfund.org)

Constituency name (led by Board Member)	Countries in constituency
<b>Germany (Canada, Switzerland)</b>	Canada Germany Switzerland
<b>Communities</b>	n/a
<b>Developed NGOs</b>	n/a
<b>Developing NGOs</b>	n/a
<b>Eastern Europe (Russian Federation)</b>	Albania Andorra Armenia Azerbaijan Belarus Bosnia and Herzegovina Bulgaria Croatia Czech Republic Estonia Georgia Hungary Kazakhstan Kyrgyzstan Kosovo (Serbia) Latvia Lithuania Macedonia, FYR Moldova Montenegro Poland Romania

	Russian Federation Serbia Slovakia Slovenia Tajikistan Turkey Turkmenistan Ukraine Uzbekistan Yugoslav, Former Republic
<b>Eastern Mediterranean Region (Djibouti)</b>	Afghanistan Algeria Bahrain Djibouti Egypt Iran, Islamic Republic of Iraq Jordan Kuwait Lebanon Libyan Arab Jamahiriya Morocco Oman Pakistan Palestine (West Bank & Gaza) Qatar Saudi Arabia Somalia Sudan Syrian Arab Republic Tunisia United Arab Emirates Yemen
<b>Eastern and Southern Africa (Botswana)</b>	Angola Botswana Burundi Comores Eritrea Ethiopia Kenya Lesotho Madagascar Malawi Mauritius Mozambique Namibia Rwanda Seychelles South Africa Swaziland Tanzania Uganda Zambia

	Zimbabwe Zanzibar (Tanzania)
<b>European Commission (Belgium, Portugal, Finland)</b>	Belgium European Commission Finland Portugal
<b>France and Spain (France)</b>	France Spain
<b>Italy</b>	Italy
<b>Japan</b>	Japan
<b>Latin America and the Caribbean (México)</b>	Antigua and Barbuda Argentina Bahamas Barbados Belize Bolivia Brazil Chile Colombia Costa Rica Cuba Dominica Dominican Republic Ecuador El Salvador Grenada Guatemala Guyana Haiti Honduras Jamaica México Nicaragua Panama Paraguay Peru Saint Kitts and Nevis Saint Lucia Saint Vincent and the Grenadines Suriname Trinidad and Tobago Uruguay Venezuela
<b>Point Seven (Norway)</b>	Denmark Ireland Luxemburg Netherlands Norway Sweden
<b>Private Foundations</b>	Bill & Melinda Gates Foundation United Nations Foundation Ford Foundation

	Clinton Foundation Open Society Inistitute/Soros Foundations Henry J. Kaiser Family Foundation Levi Strauss Foundation Tides Foundation American Foundation for AIDS Research (AmfAR) Wellcome Trust Rockefeller Foundation
<b>Private Sector</b>	n/a
<b>South East Asia (Indonesia)</b>	Bangladesh Bhutan India Indonesia Korea, Democratic People's Republic Maldives Myanmar Nepal Sri Lanka Thailand Timor-Leste, DR
<b>United Kingdom and Australia</b>	United Kingdom Australia
<b>USA</b>	USA
<b>West and Central Africa (Burkina Faso)</b>	Benin Burkina Faso Cameroon Cape Verde Central African Republic Chad Congo Côte D'Ivoire Congo (Democratic Republic of) Equatorial Guinea Gabon Gambia Ghana Guinea Guinea-Bissau Liberia Mali Mauritania Niger Nigeria Sao Tome and Principe Senegal Sierra Leone Togo
<b>Western Pacific Region (China)</b>	Brunei Darussalam Cambodia China Cook Islands

	Fiji Kiribati Korea, Republic of Lao People's Democratic Malaysia Marshall Islands Micronesia, Federated States of Mongolia Nauru Niue Palau Papua New Guinea Philippines Samoa Solomon Islands Tokelau Tonga Tuvalu Vanuatu Vietnam
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### Constituency Guidelines Appendix 3



#### Constituency Operations Statement

##### **A: Composition of the Constituency**

- Board Member: \_\_\_\_\_ (Name) \_\_\_\_\_ (Title)
- Alternate: \_\_\_\_\_ (Name) \_\_\_\_\_ (Title)
- Focal Point: \_\_\_\_\_ (Name) \_\_\_\_\_ (Title)
- Description of the coverage of the Constituency:

##### **B: Selection Process**

- How was the Board Member selected?
- How was the Alternate selected?
- How was the Focal Point selected?
- What are the criteria regarding the duration of the mandate for these positions?

##### **C: Organization of the Constituency**

- Does the constituency foresee periodic meetings for exchanging views and information about the Global Fund?
- How does the constituency establish a constituency position on policy matters before Board meetings?
- How does the focal point ensure that information regarding the Global Fund is disseminated within the constituency?
- How is the Board delegation selected?

Completed by: \_\_\_\_\_

Date: \_\_\_\_\_