

COMMUNITIES DELEGATION TO THE STOP TB PARTNERSHIP BOARD

INTERNAL DELEGATION MANUAL



Delegation Manual draft

August 2019

The role of civil society and affected communities

“Civil society and community-based organizations must play a key role in the planning and provision of TB care by increasing awareness; active case finding; improving access to care; encouraging adherence; providing psychosocial support and reducing stigma; monitoring programmes; and facilitating community engagement in research and development.”

Paradigm Shift: The Global Plan to End TB 2016-2020

The current approach to TB detection, diagnosis and treatment is largely based on a strategy to control TB, with national, public TB programs working in isolation to respond to the TB burden. In order for countries and TB programs to move away from this passive approach to one in which they actively seek to find and treat all people with TB, a radical shift in mindset and approach is needed – one that recognizes and empowers patients and communities as valuable partners. Civil society and community-based organizations have a critical role to play in this shift. These stakeholders – including patient-based organizations, nongovernmental organizations, faith-based organizations, youth groups and community volunteers – are fundamental partners in the drive towards better access to health and universal health coverage.

In addition to advocacy, the ‘watchdog’ function and technical knowledge, communities bring the TB ‘lived experience’ and an understanding of what will and what will not work. Communities are the ones that understand ‘how’ to deliver services effectively and to reach marginalized and hidden population groups. For example in certain regions women suffer disproportionately the consequences of TB even though TB affects men and women equally. They are often the last to get medical care and there are cultural and social barriers that negatively impact on a woman’s access to TB services in such conditions. Community groups that work closely with women or are run by women are vital for developing interventions that accommodate and address the specific TB needs of women.

Communities provide TB screening programs, including supporting efforts for integrated screening of child health; they support retention in treatment programs, including adherence support; they lead on stigma mitigation efforts and are often catalysts for change in attitudes and practices; they connect people to services; are flexible and responsive to needs and are important factors in what happens beyond the walls of the clinic. Communities support the continuum of care – from diagnosis, through treatment and ongoing care and support. Importantly, they disseminate TB prevention and risk reduction information in simple and easily understood language and empower people to be more TB aware, particularly among key affected populations.

As of August 2019, the Stop TB Partnership’s communities constituency included 116 partners – local, national and international community groups, organizations and networks. Compared to the other NGO constituencies, the affected communities constituency is relatively small, which is explained by a long history of under-investment into community mobilization and community systems strengthening. Community strengthening is a necessary

precursor to effective engagement with affected communities. Without the necessary skills and resources, communities cannot determine the needs of people with TB, nor advocate for better services or hold donors and governments accountable. While civil society and community representatives have abundant grassroots expertise, they may need training and support in order to meaningfully participate at high-level meetings and engage with international organizations and governments.

Human-rights-based advocacy has an important role to play in removing barriers to TB care and ensuring the rights of people with and affected by TB. Therefore, capacity-building should include training in the use of human rights impact assessment tools. Such tools can enable communities to anticipate and respond to the potential human rights impacts of government, trade, and corporate policies related to TB.

In order for community organizations to function effectively, they need sufficient and sustained funding. Communities hold critical knowledge about the health needs of and feasible interventions for their TB-affected communities. All stakeholders, including donors, should consider ensuring sustainable funding for civil society and community organizations. Consistent, sustained investment in community system strengthening is vital to realizing the full potential of communities in the fight against TB.

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ACRONYMS AND ABBREVIATIONS

ABM – Alternate Board Member

AIDS – Acquired Immuno-Deficiency Syndrome

BM – Board Member

CBO – Community-based organization

CCM – Country Coordinating Mechanism

CD – Core Delegation

CG – Consultative Group

CSO – Civil society organization

CSS – Community Systems Strengthening

GFATM – Global Fund to Fight AIDS, Tuberculosis and Malaria

HIV – Human Immunodeficiency Virus

KAP – Key Affected Population

KPI – Key Performance Indicator

LCFP – Communication Focal Point

LT – Leadership Team

NGO – Non-Governmental Organization

SIIC – Strategy, Investment & Impact Committee

STBP – Stop TB Partnership

TB – Tuberculosis

TRP – Technical Review Panel

UNOPS – United Nations Office for Project Services

I. ABOUT THE STOP TB PARTNERSHIP

1.1. *Overview of the Stop TB Partnership*

The Stop TB Partnership (STPB) is leading the way to a world without tuberculosis (TB), a disease that is curable but still kills three people every minute. Founded in 2001, the Partnership aims to serve every person who is vulnerable to TB and ensure that high-quality diagnosis, treatment and care is available to all who need it.

Together our over 1700 partners are a collective force that is transforming the fight against TB in more than 100 countries. They include international and technical organizations, government programs, research and funding agencies, foundations, civil society and community groups and the private sector.

STBP operates through a secretariat hosted by UNOPS in Geneva, Switzerland and seven working groups whose role is to accelerate progress on access to TB diagnosis and treatment; research and development for new TB diagnostics, drugs and vaccines; and tackling drug resistant- and HIV-associated TB. The secretariat is governed by a Board that sets strategic direction for the global fight against TB.

The STPB is recognized as a unique international body with the power to align actors all over the world in the fight against TB. The participation of a wide range of constituencies gives us credibility and the broad range of medical, social and financial expertise needed to defeat TB.

Vision:

STBP vision is a TB-free world. Our children will see TB eliminated in their lifetime.

Mission:

- To ensure that every TB patient has access to effective diagnosis, treatment and cure.
- To stop transmission of TB.
- To reduce the inequitable social and economic toll of TB.
- To develop and implement new preventive, diagnostic and therapeutic tools and strategies to stop TB.

Targets:

- By 2030: End the tuberculosis epidemic as envisaged under the UN Sustainable Development Goals and the WHO End TB Strategy.
- The 90-(90)-90 targets: Stop TB Partnership's Global Plan to End TB 2016-2020 sets out three ambitious new targets. By 2020, at least 90% of all people with TB should be reached and placed on appropriate therapy. As a part of this approach, at least 90% of the most vulnerable, underserved and at-risk populations, should be reached. The third

90 aims to achieve a treatment success of at least 90%. This means that of all people diagnosed with all forms of TB, 90% should be treated successfully.

- Targets of the UN High-Level Meeting on the fight against TB.

1.2. *Governance of the Stop TB Partnership*

The Stop TB Partnership is governed by the Board, supported by two standing Board committees, the Executive Committee and the Finance Committee.

The Board provides leadership and direction, monitors the implementation of agreed policies, plans and activities of the Partnership, and ensures coordination among Stop TB Partnership components. The Stop TB Partnership Board has a responsibility: a) to the global TB community to build awareness, facilitate consensus on strategy, and identify key strategic issues affecting TB; and b) to the Secretariat to set strategic direction, provide oversight and guidance, and approve budgets.

To fulfill this dual role, the Board has the following specific responsibilities:

- Provide overall strategic direction for the Partnership to address TB as a public health threat
- Approve the Global Plan to Stop TB, the Secretariat Operational Strategy, and the Secretariat budget
- Review the Secretariat annual budget against the Operational Strategy
- Monitor the performance of the Operational Strategy and work plan against a set of approved metrics
- Make recommendations regarding the recruitment of the Executive Secretary, conduct an annual performance assessment process, and if required, make recommendations to the host organization regarding the termination of the Executive Secretary's contract
- Establish the overall principles and direction for the governing, administrative, and advisory bodies of the Board and any additional Board structures (e.g. task-forces, sub-committees)
- Elect the Board Chair, Vice-Chair, and Finance Committee Chair through transparent selection processes
- Oversee the effectiveness and efficiency of the governance model, including amending the composition of the Board, creating or terminating structures, and reviewing/adjusting governance policies as necessary
- Establish and oversee the strategy for identifying and managing risks, particularly strategic, reputational, and operational risks
- Influence other actors in the global health community to promote the TB agenda and mobilize resources for TB
- Provide a platform for all TB voices to be heard.

The Board is composed of the following (constituency seats are designated with a *):

- Three representatives of financial donors,
- One representative of Foundations,
- Technical Agencies (two seats shared amongst CDC, the Union, and KNCV),
- Four representatives of multilaterals, one each from WHO, The World Bank and The Global Fund to Fight AIDS, Tuberculosis and Malaria and one UN agency,
- One representative of developing country NGO*,
- One representative of developed country NGO*,
- One representative of the private sector*,
- Two representatives from TB Affected Communities*,
- Two representatives of Working Groups* (one from Research Working Groups and one from Implementation Working Groups),
- Six representatives from TB Affected Countries
- Two open seats

Additionally there are the following non-voting seats on the Board:

- Board Chair
- Vice-Chair
- UNITAID
- UNOPS
- Executive Director

The **Executive Committee** is a standing committee of the Board that provides regular oversight of the Secretariat, prepares Board meetings, and makes decisions when specifically delegated the authority to do so by the Board.

The **Finance Committee** is one of the two standing committees of the Stop TB Partnership Board. It is responsible for oversight and accountability of the financial health of the Partnership Secretariat. The Finance Committee is an advisory body that does not have decision-making authority on its own, unless the Board delegates such authority to the committee on specific topics. It is responsible for making recommendations to the Executive Committee and the Board

II. OVERVIEW OF THE DELEGATION

2.1. *Historical background*

The Stop TB Partnership's Delegation of Communities Affected by TB (henceforth referred to as the Delegation) was established in accordance with the Board Decision Point 31-8 (31st Board meeting, January 2019):

"5. The Board endorses the initiative of the TB-affected Communities and Developing Country NGO constituencies to establish delegations with the aim to improve communication and engagement, strengthen accountability and enhance institutional memory of the constituencies. The Board requests the Secretariat and calls for the partners to explore ways to provide support to the delegation building process."

2.2. *Goals, objectives and underlying principles*

In line with the Board Decision Point, the Communities Delegation was established with a purpose of ***improving communication and engagement, strengthening accountability and enhancing institutional memory of the TB-affected communities constituency***, while the Delegation's overarching goal is ***to contribute to and influence on the STBP policies and practices in an effort to make them continually and appropriately responsive to and centered around the needs of those affected by TB***. The defining feature of the Delegation to STBP processes and policies is its ability to bring the perspectives and the unique expertise of people and communities, affected by TB.

The contribution of the communities of people affected by TB to the development of the STBP and scale up of its programs is crucial to ending TB. The STBP's value for the voices of civil society and affected communities is demonstrated by representation and participation of civil society organizations (CSOs) on its Board. The participation of the Delegation on the Stop TB Board is vital to the principles and practice of the STBP.

In accordance with the Governance Manual, STBP Board Members are expected to be technically competent in the areas of public health, human rights and development. The Delegation has an added responsibility of both representing and being accountable to diverse constituencies from across the developing world. In addition, The Delegation must increase demand for transparency, effective communication, meaningful consultation and accountability.

Delegation constituency expectations include:

- (1) being consulted in a timely fashion,
- (2) ensuring issues are taken into account and brought to the Board,
- (3) reporting on issues raised and resolved during Board meetings swiftly and accurately to all constituencies.

For the Delegation to achieve its full potential, it must be transparent, accountable, effective and efficient. The Delegation is committed to on-going capacity building and support, which it believes are crucial in this regard.

III. STRUCTURE AND WORK OF THE DELEGATION

3.1. *Delegation composition*

The Delegation is made of up to forty Members coming from the Affected Communities Constituency.¹ The Delegation commits to achieving geographic and gender balance, as well as balanced representation of key and vulnerable groups. Replenishment of Delegation Members occurs on an annual basis, and a call is sent out when the need occurs for specific communities to be represented onto the Delegation.

Within the Delegation, a Leadership Team is formed to manage the Delegation and to effectively communicate with and represent the broader affected communities constituency.

Members of the Delegation may also be requested to serve as Regional Communication Focal Points (RCFPs) covering the following regions: Africa, Asia Pacific, Eastern Europe & Central Asia, and Latin America and the Caribbean.

In addition, there may be a Consultative Group of experts from selected countries and organizations of up to ten persons.

3.2. *Leadership Team*

The Leadership Team consists of:

- Two Board Members (BMs)
- Two Alternate Board Members (ABMs);
- Lead Communications Focal Point (LCFP);
- Treasurer; and
- Delegation members who serve on Board Standing Committees (unless this role is fulfilled by either BMs or ABMs).

3.2.1. Board Members and Alternate Board Members

The term of office of BMs and the ABMs is three years, renewable once. It is intended for the ABMs to progress to the role and position of BMs after completion of the three-year term; this is contingent on satisfactory assessment of performance.

¹ According to the STBP Governance Manual, “The TB Affected Communities constituency includes individuals who have been diagnosed with or have recovered from TB, individuals with a close personal connection (i.e. family member) to someone who has been diagnosed with TB, and individuals from patient-led organizations (i.e. CBO or advocacy organizations) or networks (i.e. Network of People affected by TB). Community-based organizations will be treated as NGOs unless they are patient-led”.

In line with the functions described in the Governance Manual, the BMs and ABMs have the following roles and responsibilities:

- To provide leadership and strategic vision for the Communities Delegation;
- To seek input from Communities Delegation Members on issues under discussion on an on-going basis;
- To review committee and Board documents and provide feedback from their constituency perspective for decision-making processes;
- To attend STBP Board Meetings and relevant Committee Meetings;
- Where possible, to attend other STBP meetings and workshops;
- To vote in STBP Board processes, including through electronic voting;
- To contribute to the development of position papers and speaking notes to reflect the views of the wider Delegation; and
- To initiate and engage in fundraising and resource mobilization efforts for the STBP in general, and for the Communities Delegation in particular.

3.2.2. Lead Communications Focal Point

The Lead Communications Focal Point (LCFP) is the only paid position on the Communities Delegation Leadership Team, hired on a contractual basis subject to availability of funding. The LCFP has the following responsibilities:

- To provide support to the BM and ABM in carrying out their functions and mandates;
- To support the work and functioning of the Communities Delegation;
- To coordinate the communication and information flow within the Communities Delegation and with external partners;
- To mobilize resources for the Delegation; and
- To facilitate the recruitment processes for Delegation Members, ABMs and BMs.

The LCFP maintains contact between the Delegation and the STBP Secretariat, engaging Members in discussion and collating feedback to the STBP Board. The LCFP coordinates the work of the Delegation through electronic communications, as well as the annual retreat and meetings at the STBP Board meetings, and calling bi-weekly teleconferences amongst the Leadership Team and teleconferences for all Members before STBP Committee Meetings and Board Meetings.

As a paid employee of the Delegation, the LCFP is evaluated on an annual basis against the responsibilities outlined in the job description, and the BMs and ABMs oversee the process with the support of the other members of the Leadership Team.

3.3. *Members*

Members of the Delegation are expected to work closely with the Leadership Team, principally through email and conference calls. The primary role of Delegation Members is to

provide support and advice to the leadership and to input into and influence STBP decisions. Delegation Members are individuals and are not expected to represent their affiliated organizations, however, they are expected to consult with their affiliated constituencies on key issues pertaining to the STBP.

Delegation Members are individuals and are not expected to represent their affiliated organisations, however, they are expected to consult with their affiliated constituencies on key issues pertaining to the Global Fund.

All Delegation Members, including the Leadership Team, are subjected to a performance review against their KPIs. The Delegation is accountable to the constituency it represents. In order to strengthen and improve accountability, the Delegation implements an annual performance evaluation for Delegation Members.

The following KPIs are measured between STBP Board Meetings. Members of the Delegation are expected to commit to and achieve a 75% response rate for requests for personal and substantive input and/or decision(s) between STBP Board Meetings. Every member of the Delegation is also expected to communicate and consult with between 5 and 10 global, regional and national contacts on key issues.

The participation, contributions, effectiveness and involvement of Delegation Members are assessed by the Leadership Team on an annual basis, and Delegation Members may be requested to end their tenure based on this evaluation against the roles and responsibilities as in the ToRs.

3.4. Recruitment of Delegation Members and Leadership

3.4.1. Recruitment of Members

A fair and transparent selection process is to be used to select Members of the Delegation after there is a call for application.

A selection committee of up to five persons is constituted to evaluate applications and make a recommendation to the Leadership Team.

Selection Committee members evaluate and score each applicant and in some instances they may interview applicants for additional information or clarification before making a decision. Once the Panel has reached consensus, the Leadership Team is apprised and then the successful applicants are notified in writing. Unsuccessful applicants are also notified.

Delegation members elect the Board Members (BMs), Alternate Board Members (ABMs), Treasurer and Committee representatives from among the Delegation members. Lead Communications Focal Point (LCFP) is recruited by a panel consisting of ABMs and BMs.

The Lead Communications Focal Point will nominate the RCFPs. The Board Members ratify the decision, in consultation with the other members of the Leadership Team.

The selection processes strive to achieve a transparent, balanced and representative delegation in terms of the following:

- (1) TB experience
- (2) regional representation
- (3) gender
- (4) age (with particular emphasis on representation of youth)
- (5) type of the organization (grassroots/local, national, regional, global)
- (6) knowledge of and/or experience with the Partnership.

Prospective members should provide evidence of support from their constituency and will be chosen based on their ability to satisfy the following requirements:

- Belonging to an organization that is a partner of STBP from the affected communities constituency
- Formal recommendation letter from the individual's organization to permit the member to contribute up to 25% of the person's time to the work of the delegation
- References from two NGOs, CBOs or networks.

3.4.2. Recruitment of Board Members

The Alternate Board Member does not automatically transition to Board Member. Any Member who fits the criteria as described in this Manual is eligible to apply for the position.

The following process is to be followed:

1. The outgoing Board Member(s) inform(s) the Delegation of his/her imminent departure and calls for nominations from Members of the Delegation
2. Members who comply with the criteria and received an above average score in their performance appraisal submit the following by the deadline date:
 - a written expression of interest stating their plans for the Delegation
 - a letter from their employer confirming they consent to the applicant spending up to 35% of their professional time on delegation work
 - an updated Curriculum Vitae
 - a letter of support from a regional organization-member of the STBP affected communities constituency.
3. The Board Members, Alternate Board Members (if not an applicant) and the Lead Communications Focal Point receive the applications and ensure that they comply with the set criteria.
4. An electronic voting system is set up to facilitate the voting process.
5. The results are forwarded to the outgoing Board member who notifies the members of the Delegation who the new Board member will be.
6. The outgoing Board Member(s) and incoming Board Member(s) agree on a process of handing over.
7. The LCFP notifies the Secretariat of the STBP of the changes in leadership.

8. The STBP Secretariat requests the incoming Board member to complete the “Annual Constituency Form”.

3.4.3. Recruitment of Alternate Board Members

The process for filling this position is the same as that of the Board Member.

In some instances, the Leadership Team after confirmation from the Delegation membership can appoint an Interim Alternate Board Member for a specified period (not exceeding six months). More than 50% of the Delegation Members must agree to the recommendation by the Leadership Team. During the 6 months the Board Members will call for nominations for the position and the process detailed above will be followed.

IV. THE WORK OF THE DELEGATION

The majority of the Delegation's communication is electronic (through the Delegation listserv). Delegation Members meet face to face at an annual retreat (with funds permitting), and meet every nine months during the STBP Board Meeting. However, it is to be noted that due to the funds available and/or availability of Delegation Members, that not all Delegation Members are present at the annual retreat and Board meetings. Delegation Members also use the opportunity to meet in various STBP related meetings held at national, regional and/or global levels.

In the regions Delegation members are the eyes and the ears of the Delegation. At the Board the Delegation is responsible for participating in decision-making, networking and bringing issues affecting communities, broader civil society and other constituencies to the notice of the Board.

4.1. *Board Meetings*

Board meetings are held every nine months.

According to the STBP Board operating policies each constituency is allowed to bring up to 5 people to the Board meetings. Those 5 will include the Leadership Team plus other Delegation members. Members are selected based on the Board Meeting agenda and evidence of previous active involvement. Regional representation is also taken into account. Likewise gender and youth.

The Leadership Team may also, upon request from Delegation Members or broader constituency accept 1-2 observers to attend a Board Meeting. The conditions upon which Observers are accepted are :

- an official request with a motivation needs to be addressed to a Board Member(s)
- the observer needs to be part of the constituency
- the observer agrees to cover the cost of his/her participation (unless there is funding available to cover participation of the observer(s))
- the observer agrees to respect Delegation rules and principles

An observer may not act on behalf of the Delegation or represent the Delegation/constituency at the Board table.

The Delegation Leadership Team may also decide to invite a support person with appropriate skills to provide additional support during the Board meeting. This can be done on a pro bono basis or through a consultancy.

4.1.1. Board Meeting preparation phase

The following are some of the ways in which the Leadership Team will assist Delegates to prepare for Board meetings:

- Provide invitations in a timely manner (minimum 40 days prior to the meeting)
- Disseminate information (general/specific) in a timely manner as soon as it is available
- Send preparatory documents to read before each Board meeting
- Share major discussion points and decisions arising out of committees
- Review and analyze specific documents in order to prepare comments, suggestions and observations and document them for Delegation members to consider
- Set tentative agenda for pre-board meetings in consultation with Delegation members
- Liaise with the other civil society constituencies regarding side meetings
- Assist with travel arrangements and accommodation as required.

4.1.2. Board Meetings

The Leadership Team will lead during the Board Meeting and efforts will be made to ensure participation of all Delegation Members present. The team attending the Board Meeting will jointly make decisions during the Board Meeting.

Delegates are expected to:

- attend all team meetings and side meetings assigned to them *punctuality and participate in deliberations*
- assist the BM and ABM to present Delegation positions
- interact with other constituencies in support of the Delegation's positions either individually or by attending scheduled side meetings.

At the conclusion of the Board Meeting:

- the Delegation should review and document the outcomes of the contributions by the delegation to the Board meeting, and document the outcomes of the board meeting
- LCFP should communicate with Delegation Members not in attendance.

4.1.3. Between Board Meetings

The Leadership Team will lead and efforts will be made to ensure participation of all Delegation members between Board meetings. This could be to:

- Participate in Board decisions which take place via email; the BM, ABM and LCFP will consult all Members on decision and information points between Board Meetings
- Contribute with brief bullet points for the e-bulletin and with information for the Delegation's website
- Contribute in the dissemination of main discussion/decisions to constituencies
- Use information to enhance the work of delegates at the local and regional level

- Communicate with community groups and the larger CSOs at country level
- Act as a watchdog of STBP policies and practices.

Delegation Members will be required to travel during their term of office and the Travel and per diem policy will apply.

Purchasing Of Tickets

The Delegation will pay the airfare of the delegate who has been invited to the meeting by the Board Member (BM).

The Delegation Secretariat will be responsible for making the travel arrangements and for the purchasing of tickets. The designated person at the Secretariat will obtain a number of quotes for an economy class ticket at the best price with reasonable lay over's between connecting flights. The Secretariat will forward the itinerary to the delegate for their approval prior to purchasing the ticket. Upgrades and expenses incurred in changing or cancelling flights once the itinerary has been finalized will be at the delegate's expense.

Visa Applications

Letters of invitation will be sent to the delegate by the Secretariat to assist with visa applications.

It is the responsibility of the delegates to ensure that they have valid passports.

Per Diem

The Secretariat will source the most appropriate and affordable accommodation. The entire per diem may be paid to the delegate who will be responsible for settling their accommodation bill. In other instances the accommodation may be paid directly to the establishment by the Secretariat. Any additional costs incurred during their stay at the establishment will be for the account of the delegate.

Per diem is calculated from the time the delegate leaves the departure airport to travel to a meeting until the time they return to their arrival airport directly after the meeting.

Incidental allowance will be paid to cover the cost of eg taxi fare to and from airports and local transport will be paid for each delegate. Also If there is a layover of more than 6 hours but less than 12 hours between connecting flights and additional will be paid to delegate if layover is more than 12 hours, but less than 18.

The per diem paid by the Delegation will be based on the formula of \$US 50% minus 10% of per diem according to Stop TB policy per night for meals and incidentals not covered under accommodation or the host organization for each delegate.

Delegates are expected to stay at the same establishment during Board meeting attendance.

4.2. Transparency

Transparency promotes accountability. This is one of the core values of the Delegation and involves every member at every level. Transparency cuts across all elements of the policies

and procedures required for effective management of the Delegation and promotes group cohesion.

Members will be provided with all relevant information about the Delegation and its development so they can communicate effectively and in a transparent manner within the constituency and beyond. So members must commit to reading and familiarizing themselves with the communication and information distributed to them.

It is important to note that Delegation Members must also take responsibility for actively seeking the information necessary for them to fully perform their roles. The information received by the LCFP from the STBP Secretariat or any other source which is relevant to the work of the Delegation and distributed to the members must be read and acted upon.

Members are to be actively involved in decision-making processes regarding strategy, finance, recruitment and appointment of new members, appointment of the LCFP, BMs and the ABMs.

4.3. *Communications*

Internal Communication among Delegation Members is key to an effective and efficient organ of civil society. It is the responsibility of all Delegation Members to read and disseminate information to their constituencies and to consult and inform their constituencies and communicate with each other.

More specifically:

- (1) consulting with their constituencies about issues being considered by the Board and bringing their voices to Board discussions, and
- (2) informing their constituencies about decisions and discussions at the Delegation and Board levels.

The LCFP and RCFPs will coordinate and implement communications. Detailed roles and responsibilities of the LCFP and RCFPs are defined below.

The Delegation will use the following means of communication, both internal and external:

- Website
- Listserv
- Dropbox/google drive
- Facebook group
- Gotomeeting/zoom/skype (application for conference calls)
- Doodle (application for setting up conference calls)
- Whatsapp (application to be used for communication between Delegation Members attending a Board Meeting)

The Delegation secretariat should provide support for the website and the management of the website should be the responsibility of the LCFP and RCFPs.

4.4. *Orientation and capacity building*

The BM, ABM and LCFP will ensure that all new Delegation members undergo orientation on their role within the Delegation. This orientation should include familiarizing all members with Delegation policies and procedures as set out in this manual. All new Delegation Members should have an orientation session on the STBP conducted by the BM, ABM and LCFP.

The STBP Secretariat conducts the orientation session for new BMs and ABMs.

A transition session will be conducted as part of the orientation for new Delegation members. The BM, ABM, and LCFP will conduct the transition session and all other Delegation members who have been members of Board Committees should participate. This transition session covers all Delegation tasks and functions as set out in this Manual.

The Delegation should have a multi-day retreat each year leading to Board meeting. The goal of this annual retreat should be to:

- (1) review progress and challenges, and
- (2) to review and develop a policy agenda and work plan with activities, allocation of tasks, outcomes and indicators.

Representatives from the other civil society delegations should be invited to participate in the Delegation's retreat to strengthen collaboration.

4.5. *Delegation Secretariat*

The functions of the Delegation secretariat include:

- (1) raising and managing the Delegation's financial resources
- (2) providing managerial and administrative support to the Delegation,
- (3) custodian of the institutional memory of the Delegation, and
- (4) monitoring and reporting on the Delegation work plan.
- (5) has an adequate infra structure in place for transparent financial management and accounting

In cases where not otherwise determined, the secretariat will normally be hosted by the organization of the Lead Communications Focal Point (LCFP) if the organization meets the criteria of the funders.

The Communities Delegation has chosen XXX as a host organization. In order to improve institutional memory and continuity the Delegation the decision was seen right though the

Delegation is always ready to consider any other mechanisms and strategies that will make the Delegation secretariat more sustainable and robust.

The Delegation secretariat will manage and administer the Delegation's funds in a transparent manner in collaboration with the Treasurer. Annual financial statements will be shared with all Delegation members. A committee of Delegation members, under the direction of the BM, is responsible for resource mobilization (should raise funds) for the Delegation. This should include funds for:

- (1) the participation of Delegation members at Board meetings, appropriate regional meetings and an annual retreat
- (2) Delegation consultation and communication (including website management)
- (3) Delegation secretariat support in the form of a full- or part-time paid Lead Communications Focal Point (depending on availability of funding)
- (4) capacity building of the members, and
- (5) administrative support for the BMs and ABMs.

4.6. Grievances

When professional conflicts arise within the Delegation or among its members, the aim should be to directly and expeditiously settle these conflicts between the concerned individuals.

When grievances cannot be settled and they have a negative impact on the effective and efficient functioning of the Delegation, the Elected Leadership should hear and settle the grievance in a professional and timely manner. This means:

- (1) maintaining confidentiality
- (2) involving a third/neutral party in the hearing
- (3) resolving of the grievance based on facts and in a manner fitting the nature of the grievance(s), and
- (4) by consulting other members of Delegation when appropriate.

In the case of possible expulsion of a Delegation Member resulting from a breach of conduct or breach of duty, all Delegation Members should be consulted.

Where the grievance concerns a member of the Elected Leadership (BM, ABM or LCFP), the grievance hearing may be handled by a nominated person/committee or the person who is the subject of the grievance may ask to have it heard in whole or part by the Core Delegation. The results of the grievance procedure should be communicated in a timely and sensitive manner.

In the case of possible expulsion of a Delegation Member resulting from a breach of conduct or breach of duty, all Delegation Members should be consulted.

Where the grievance concerns a member of the Leadership the grievance hearing may be handled by a nominated person/committee or the person who is the subject of the grievance may ask to have it heard in whole or part by the Core Delegation. The results of the grievance procedure should be communicated in a timely and sensitive manner.

4.7. *Performance appraisal*

All Members of the Delegation are expected to provide a percentage of their professional time to the efforts of the Delegation. In order to ensure that Delegation members are performing their duties and meeting the needs of their constituents, **Key Performance Indicators (KPI)** are in place to define the specific accountability measures for members of the Consultative Group, the Core Delegation, the Leadership Team and each of the roles of the Elected Leadership.

- Consultative Group (Demonstrated Interest & Participation)
- Delegation (10% of their Professional Time)
- Leadership Team (up to 35% of their Professional Time)

The individual performance of each Delegation Member will be assessed on a yearly basis against mandates described in this Manual and KPIs adopted by the Delegation. The outcome of this assessment will determine if a particular delegate should continue to serve on the Delegation.

The PA of the Leadership team is conducted by an ad hoc group specially appointed to that task. The leadership team conducts the PA of the rest of the Delegation members. All Delegation members will be subjected to an annual performance self-assessment which is to be completed by December of each year.

When individual Delegation members are unable to perform their duties, they are expected to communicate this fact to the Board Members and subsequently step down from the Delegation. In the case of continued non-performance the Leadership Team may proactively ask the individual to step down from the Delegation.

Conflicts of Interest

This policy is based on the overall general Stop TB Partnership policy covering potential or actual conflict of interest. It is developed with the intention of protecting the integrity of the Developing Countries' NGO Delegation by ensuring that the decisions arrived at by the delegation are in the best interest of the civil society constituency represented by the Delegation.

This implies that no member of the Delegation shall advocate for an opinion either internally, within the delegation, or externally with other delegations within the Stop TB Board, or other stakeholders when it has direct personal benefit, financial or otherwise. While the possibilities are not exhaustive, conflict of interest may exist where the following prevails:

- A member of the delegation conducts themselves in a manner which would undermine or compromise the constituency's trust in the representation of Delegation;
- A member of the Delegation uses their position on the Delegation for direct personal financial gain, or that of an institution to which they are affiliated; and/or
- A member of the Delegation's personal interests or those of an affiliated institution affects the ability of the individual to dispense of their duties and responsibilities in an appropriate manner.

Procedures for Managing Conflict of Interest

Where potential or actual conflict of interest exists, as outlined above, the following procedures apply:

- All members of the Delegation shall be obliged to sign the Conflict of Interest policy,
- Any member for whom an actual or potential Conflict of interest exists shall be required to disclose such interest through a declaration of interest,
- The member/members in question shall be required to recuse themselves from any deliberations, which may result in them violating the Conflict of Interest policy.

Financial Management & Accounting

The Financial Management and Accounting Systems of the Developing NGO Delegation are vital for the successful implementation of Delegation activities and in achieving the Delegation's mission and goals.

The person responsible for the Delegation's financial management and accounting is the Lead Communication Focal Point (LCFP) and their sponsoring organization.

To serve effectively in this role, the LCFP must meet all of the requirements as outlined in the ToR.

The basic criteria is:

- possess at least an undergraduate degree in Communication, Administration, Public Health, Human Rights, Project Management or other related field
- have a minimum of three years' experience working with international donors
- should be managing an annual organizational budget which is similar to or exceeds the Delegation's budget
- has accounting and financial organizational structures with clear roles and responsibilities for the organizational staff

Other roles and responsibilities

- Assist with the development and submission of project proposals,
- record all transactions and balances including those supported by the Stop TB Partnership
- make payments to suppliers in a timely, transparent and accountable manner
- maintain adequate internal control systems
- assist the Treasurer with the preparation and circulation of quarterly financial statements which includes at least one full in-person presentation to the Delegation annually
- to assist the Treasurer with the preparation of a draft annual financial plan for Delegation activities and circulate for input
- to comply with applicable international audit requirements.

The annual operating expenses of the Developing Country NGO Delegation typically includes the following:

- communication and information dissemination (including a small salary for support staff to the LCFP, support to RCFP,) updating website, teleconferences and translation*;
- support for salaries or fees for Constituency Focal Point or administrative assistance to the Constituency Focal point; (Constituency funding shall not be used toward remuneration of the BM and ABM)
- office expenses of the constituency Focal Point, including equipment and supplies, and administrative costs including, but not limited to: supplies, printing, telephone, internet, bank charges and office costs; excluding vehicles;
- cost of participation of delegation members at Pre-Board and Board meeting additional to those provided for in the Board Operating Procedures eg air travel, venue renting and facilities, networking events and delegate per diem;
- cost of participation at Annual Delegation Retreat including, but not limited to: air travel, venue renting and all facilities, external facilitator/consultant, and per diems;
- support for the Board Member which includes a small salary for a support person.

Participation in Meetings

Delegation members could be invited to attend several meetings as part of their roles within the Delegation. There is no guarantee that every member will be invited to attend Board and other meetings. The Leadership Team takes into consideration regional, gender and expertise balance as well as performance in participation in the affairs of the Delegation.

The role of the Delegation member is that of a volunteer—there is no payment for participating in meetings. The LCFP/Delegation Secretariat is responsible for all economy class travel and accommodation arrangements. The Leadership team appreciates efforts of Delegation members to fund all or part of the expenses incurred in Board meeting attendance.

The Process

1. The Delegation Leadership will announce the dates for any scheduled Delegation Retreats, Pre-Board Meeting Retreats, and Board Meetings at least 40 days in advance of the start of that meeting.
2. When possible, the Leadership Team convenes web-based meetings and/or conference calls to help Delegation members prepare themselves around specific topics.
3. Delegation members who agree to attend meetings and retreats must agree to attend for the duration of the meeting.
4. Delegation members are expected to come to meetings fully prepared to participate in all discussions.
5. The Lead Communications Focal Point and his/her staff are required to arrive on-site at least one full day in advance of any Delegation Retreat or Board Meeting to prepare all necessary logistics and travel is always in Economy class.
6. Delegation members who change itineraries or cancel flights (for any reason) once costs have been incurred for their participation must reimburse the Delegation for those expenses.
7. Unique to our Delegation is something we call the **Principle of Solidarity**, which allows us to maximize our financial resources. In the case of Board meetings the Stop TB Partnership rules allow three Delegation members to have their expenses covered by the Stop TB Partnership. The names of those Delegation members whose travel costs are the highest are submitted to the STBP Secretariat by the LCFP. Typically those selected also receive a different per diem from what other members of the Delegation receive. The difference is paid back to the Delegation to ensure that everyone receives the same per diem.

Terms of Reference

Consultative Groups (Requires High Level of Interest & Expertise)

The Consultative Group of the Delegation functions much like that of an advisory board. It is a high-profile group whose members are selected based on their wide-ranging expertise and experience. The aim of this body is to provide the Delegation with access to experts in the various diseases, people with particular geographic interests, individuals from a variety of diverse cultural experiences and backgrounds, and those who have an interest in seeing the Delegation succeed in achieving its important objectives.

Those who serve as members of the Consultative Group have considerable responsibilities including the basic expectations of participating in teleconferences, sharing resources, participating in fundraising initiatives, and providing ongoing advice and counsel. All members of the Consultative Group must also help to ensure that the Delegation remains true to its ends and accountable to developing countries in the Global South.

In the most basic sense, each Group member is required to care about the Delegation and take both the work of the Delegation and his or her role as a Consultative Group member seriously. During day-to-day activities each Group member should always be looking for opportunities to help the Delegation either personally or through professional contacts and networking. Each Group member should know the Delegation's (and the Stop TB Partnership's) mission, purposes, goals, policies, programs, services, strengths, needs, and ends. Group members should also keep in mind the organization's priorities; and proactively look for ways to be of service.

These members are not expected to make a substantial time commitment, though it is expected that they will provide their knowledge and advice freely and eagerly when asked. Engaged and very active members of this body will be selected to join the Core Delegation from time to time.

The role of the Consultative Group member is that of a volunteer—there is no payment for participating. It is expected that Delegation members will work collaboratively in consultation with the BM, ABM, LCFP, RCFPs and other Delegation members.

Being revised

Delegation Members (Requires 10% of member's Professional Time)

BOARD-RELATED FUNCTIONS

Delegation members will:

- Help to achieve greater and more effective STBP impact in the developing country NGOs' duties (during and in-between Board meetings)
- Attend STBP Board and regional meetings and help secure funding to attend
- Be a watchdog of STBP policies and practices at the country level
- Participate in Developing Country NGOs Delegation and Board working groups
- Advocate and mobilize resources for the Partnership / Delegation
- Develop strategic alliances with partners in the Delegation member's country and region
- Be a conduit and liaise with NGOs and communities at the country and regional level
- Participate in monitoring and periodic evaluation of STBP performance
- Fully prepare for STBP Board meetings including reading, summarizing and preparing Board pre-meeting documents, attending 1-2 day Board pre-meetings, and following-up
- Respond promptly to issues that arise between Board meetings
- Stay up-to-date on technical and policy issues related to the diseases and their impact on NGOs
- Consult communication focal points and others in-country and in the region or sub-region
- Maintain close communication with the Delegation's BM, ABM, LCFP, RCFPs and other members through regular email messages and phone calls
- Disseminate information on STBP consistent with the Delegation's internal/external communications strategy.

Delegation members will support the BM to perform the following functions:

- Develop policies and strategies for STBP, in line with the agreed vision, mission, and values
- Create operational guidelines, work plans and budgets for the STBP Secretariat and technical policy and program support
- Make funding decisions
- Establish a framework for monitoring and periodic independent evaluation of performance and financial accountability of STBP supported activities
- Represent constituency views
- Represent and voice the needs of developing country NGOs/CBOs
- Coordinate with outside agencies
- Advocate for the STBP, and mobilize resources
- Participate in Board committees and working groups.

MANDATE AND WORKING METHODS

- Participate fully in all meetings of the Board (study all relevant documents in order to provide input in the decision-making process);
- Participate in teleconferences and other virtual means of communications among Delegation members, the NGO community, networks and with the other delegations;
- Advocate for the participation of community representatives in the design, implementation and evaluation of all policies and programs at all levels of STBP;

- Provide input into equitable and appropriate allocation of resources;
- Maintain a focus on issues of importance to the community and NGO movements;
- Seek input from the community on key issues;
- Consult with and report to the broader community of NGOs and CBOs and people and communities living with or affected by the diseases before and after Board meetings;
- Evaluate the Delegation members performance using Key Performance Indicators;
- Select other Delegation members using established selection processes.

QUALIFICATIONS AND CRITERIA FOR SELECTION

Based on the Board functions, including representing the various constituencies, the selection of Delegation members will take the following into consideration:

Delegation members will:

- Possess an understanding of the scope of work of STBP and opportunities it presents;
- Have the ability to contribute to strengthening the Board's understanding of NGO issues in developing countries;
- Have the experience and ability to assume responsibility to carry out the tasks as described here;
- Represent issues related to NGO/CBO involvement in TB and other related diseases;
- Have a minimum three (3) years' experience in front-line NGO work in TB.
- Have the ability and capacity to communicate and network effectively and broadly (must have functioning communications linkages such as telephone, fax, computer and email);
- Act within a team setting;
- Be Human right, gender and sexuality sensitive;
- Possess diplomatic and strategic political skills including capacity to think and work strategically;
- Must demonstrate ability to work in written and spoken English (more languages greatly desired);
- Have a link to an organization that can facilitate communication and provide support;
- Maintain an assurance from employer regarding availability of up to 25% of working time for Stop TB Partnership related duties.

The role of the Delegation Member is to support the BM and ABM on STBP-related issues and to bring to the Board through the BM, the concerns and voices of the civil society community from developing countries. The Delegation members select the LCFP, ABM and consequently the BM.

Leadership Team

The Leadership Team is made up of the Leadership (BM, ABM, LCFP and Treasurer) and the Delegation's appointed representatives in the Board's standing committees.

These members are expected to make a substantial time commitment and should expect to spend between 20-35% of their professional time engaged in activities related to these positions.

The BM, ABM, and LCFP may not wear “two hats.” For example the people elected to these positions may not serve as board members with other international health organizations.

Members of the Leadership Team will be subject to meeting Key Performance Indicators (KPI) as developed and approved by the Delegation.

Board Member
(Requires up to 35% of Your Professional Time)

BOARD FUNCTIONS

- Set policies and strategies for STBP, in line with the agreed purpose, principles and scope;
- Set operational guidelines, work plans and budgets for the STBP Secretariat and technical policy and program support;
- Make funding decisions;
- Set criteria for membership of, and appoint the Technical Review Panel and technical policy and program support group(s);
- Establish a framework for monitoring and periodic independent evaluation of performance and financial accountability of activities supported by STBP;
- Represent the views of the various constituencies;
- Represent the NGO community in relation to the STBP;
- Coordinate with outside agencies;
- Advocate for STBP, and mobilize resources;
- Participate on committees and working groups of the Board.

MANDATE AND WORKING METHODS

- Participate fully in all meetings of the Board (study all relevant documents in order to provide input in the decision-making process);
- Participate in teleconferences and other virtual means of communications among Board members, the NGO community, networks and with the other NGO Board members;
- Advocate for the participation of community representatives in the design, implementation and evaluation of all policies and programs at all levels of the STBP;
- Provide input into equitable and appropriate allocation of resources;
- Maintain a focus on issues of importance to the community and NGO movements;
- Seek input from the NGO community on key issues;
- Consult with and report to the broader community of NGOs and CBOs and people and communities affected by tuberculosis before and after Board meetings;

- Work collaboratively with ABM, LCFP, RCFPs and other Delegation members including consulting Delegation members for key decisions;
- Mentor and support the ABM;
- Select other Delegation members as per selection processes.

QUALIFICATIONS AND CRITERIA FOR SELECTION

Based on the Board functions, including representing the various constituencies, the Board Member will:

- Possess an understanding of the scope of work of STBP and opportunities it presents;
- Have the ability to strengthen the Board's understanding of NGO issues in developing countries;
- Be able to assume responsibility to carry out the tasks as described in the role of the Board;
- Represent issues related to NGO/CBO involvement in TB;
- Represent issues related to people affected by TB – and those populations vulnerable
- Have a minimum 5 years experience in front-line NGO work in TB
- Be able to communicate and network effectively and broadly (must have functioning communications linkages such as telephone, fax, computer and email);
- Represent and promote STBP publicly, as a Board member representing the NGO/CBO community;
- Have the ability to act within a team setting;
- Be Human right, gender and sexuality sensitive;
- Possess diplomatic and strategic political skills (working within all member Board), including; the capacity to think and work strategically;
- Be able to work in written and spoken English (additional languages are greatly desired);
- Have a linkage to an organization that can facilitate communication and liaison and provide consultation and support;
- Get assurance from employer regarding availability of up to 35% of working time for STBP related duties.
- The Board member agrees to make themselves available to continue to serve on the Delegation for at least one year after their term ends.

The role of the Board Member is to support and bring directly to the STBP Board, the concerns and voices of the civil society community from developing countries worldwide. The Board Member is the only Delegation member with a vote on the Stop TB Partnership Board.

OR:

**Alternate Board Member
(Requires 20% of Your Professional Time)**

BOARD FUNCTIONS

- Set policies and strategies for STBP, in line with the agreed purpose, principles and scope;

- Set operational guidelines, work plans and budgets for the STBP Secretariat and technical policy and program support;
- Make funding decisions;
- Set criteria for membership of, and appoint, Technical Review Panel and Technical Policy and Program Support Group(s);
- Establish a framework for monitoring and periodic independent evaluation of performance and financial accountability of activities supported by STBP;
- Represent the views of the various constituencies;
- Represent the Developing Country NGO community in relation to STBP;
- Coordinate with outside agencies;
- Advocate for STBP, and mobilize resources;
- Participate on committees and working groups of the Board.

MANDATE AND WORKING METHODS

- Participate fully in all meetings of the Board (study all relevant documents in order to provide input in the decision-making process);
- Participate in teleconferences and other virtual means of communications among Board; members, the NGO community, networks and with the other NGO Board members;
- Advocate for the participation of community representatives in the design, implementation and evaluation of all policies and programs at all levels of STBP;
- Provide input into equitable and appropriate allocation of resources;
- Maintain a focus on issues of importance to the community and NGO movements;
- Seek input from the community on key issues;
- Consult with and report to the broader community of NGOs and CBOs and people and communities living with or affected by the diseases before and after Board meetings;
- Select other Delegation members as per set out selection processes.

QUALIFICATIONS AND CRITERIA FOR SELECTION

Based on the above, the ABM will:

- Possess an understanding of the scope of work of STBP and opportunities it presents;
- Strengthen the Board's understanding of NGO and community issues in developing countries;
- Be able to assume responsibility to carry out the tasks as described in the role of the Board;
- Represent issues related to NGO involvement in TB;
- Represent issues related to people infected/affected by the diseases and those who are vulnerable;
- Have a minimum 5 years experience in front-line NGO work in TB
- Be able to communicate and network effectively and broadly (must have functioning communications linkages such as telephone, fax, computer and email);
- Represent and promote STBP publicly, as a BM representing the NGO community;
- Act within a team setting;

- Be gender and sexuality sensitive;
- Possess diplomatic and strategic political skills (working within all member Board), including capacity to think and work strategically;
- Be able to work in written and spoken English (additional languages are greatly desired);
- Maintain a linkage to an organization that can facilitate communication and provide support;
- Get assurance from employer regarding availability of 35% of working time for STBP duties.

The role of the Alternate Board Member is to support the Board Member and to bring to the STBP Board, the concerns and voices of the civil society community from developing countries worldwide. The Alternate Board Member may vote on the Stop TB Partnership Board in the absence of the BM.

Lead Communications Focal Point

This position is a full-time paid position but depending on the workload of the delegation, the delegation can negotiate for up to 75% time but not less than 50%.

OVERVIEW OF KEY FUNCTIONS

- Perform communication functions to work with BM, ABM, RCFPs and other Delegation members to carry out their functions and mandates;
- Provide communication support to the Delegation at and between Board meetings;
- Ensure timely dissemination of information and documentation related to the Board and Committee meetings and other STBP related business;
- Act as a custodian of the Delegation's institutional memory on STBP policy issues and maximize knowledge management;
- Enter into a contract with the Delegation agreeing that the LCFP's organization will act as the Delegation's Secretariat;
- Manage the financial aspects of the Delegation according to the policies herein.

SPECIFIC TASKS AND FUNCTIONS

1. Assist the BM and ABM to carry out their functions and mandates

- Facilitate the logistics of the Delegation for each Board meeting;
- Maintain close communication with the Delegation's BM and ABM through regular email messages and teleconferences between the Board meetings;
- Organize Delegation teleconferences as necessary for expanded consultations;
- Provide strategic advice on issues related to the Board functions and working methods;
- Support the BM and ABM on their communication and linkage with STBP Secretariat and the developing country NGO/CBO community;
- Between Board meetings, in consultation with the BM and ABM, communicate decisions to Delegation members, STBP Secretariat, and more broadly.

2. Communication support to the work of the Delegation at Board meetings

- Liaise with the Leadership Team to prepare the invitations to members selected to attend the Board meeting;
- Ensure logistical documentation is disseminated;
- Organize pre-Board retreat and post-Board meeting debriefing sessions of Delegation members;
- Under the direction of the BM and ABM, communicate with other NGO delegations to organize joint meetings, and assist in developing agendas in preparation for the Board meetings;
- Organize delegation pre-meetings with other delegations, as directed by the BM and ABM, to discuss key issues and coordinate strategies before the Board meeting;
- Liaise with STBP Secretariat for meeting room bookings, developing meeting schedules, and other logistical arrangements;
- Appear on-site at least one full day before any Delegation Retreat or Board Meeting;
- Participate in, and follow-up to, Board meetings through debriefings and co-ordinate written reports on Delegation's work;
- Enhance communications among RCFPs and Delegation members;
- Coordinate dissemination of information on STBP through NGO/CBO networks through RCFP's.

3. Ensure timely dissemination of information and documentation related to the Board and Committee meetings

- Coordinate the flow of Board and Committee meeting documentation from STBP Secretariat to Delegation members;
- Compile and disseminate information on the Delegation's work with the Stop TB Partnership Committees.

4. Facilitate the recruitment of new Delegation members

- Prepare the call for nominations in collaboration with the Leadership team for the recruitment of new Delegation members. Liaise with the RCFPs to distribute the call for nominations widely in the language of the region.
- Support the Selection Committee to carry out its mandate which includes all or parts of the following:
 - Agree to the timelines and process to issue a "Call for Nomination;"
 - Review ToR functions, working methods, and qualification criteria;
 - Broadly communicate the selection to the NGO/CBO constituencies;
 - Inform the selected candidates in writing;
 - Inform the other Board delegations and STBP Secretariat of newly selected members.

5. To ensure wider Communication with developing country NGOs/CBOs

- Coordinate and oversee the Delegation website;

- Collaborate with the RCFPs to create an up-to-date database of NGOs/CBOs interested in receiving regular updates on the STBP policies and programs;
- Collaborate with the RCFPs, develop and implement a communications work plan;
- Collaborate with RCFPs to produce an e-bulletin as a means of communication for developing country NGOs;
- Oversee translation of the bulletin into Spanish, French, Chinese, Arabic and Russian;
- Report back to larger constituency regarding Delegation activities and ensure interested NGOs/CBOs in the four regions are updated following each Board meeting and on key points arising between Board meetings;
- Participate in regional meetings to update constituencies on STBP policies and programs.

QUALIFICATION AND CRITERIA FOR SELECTION

Based on the Board functions, the LCFP will:

- Understand the scope of the STBP work and the opportunities it presents, particularly as it relates to NGO and community issues and people affected by the diseases in developing countries;
- Be able to assume responsibility to carry out the tasks as described above;
- Have the ability and capacity to communicate and network effectively and broadly (must have functioning communication linkages);
- Represent and promote STBP publicly when requested by the BM and/or ABM;
- Facilitate the development of, and adherence to processes that ensure transparency and accountability between the Delegation and NGOs/CBOs;
- Use diplomatic and strategic political skills (working within a large Delegation and between Delegations);
- Be able to work in written and spoken English (additional languages are a great advantage);
- Have experience with and linkages to an organization recognized for its communication function and expertise;
- Get assurance from employer regarding availability of up to 35% of working time for STBP related duties.

The role of the Lead Communications Focal Point is key in the functioning of the Delegation.

Regional Communications Focal Point

The Delegation is committed to representing all of the Global South and has created a regional structure to ensure representation. The Delegation endeavors to hold two regional consultations per year. The aim of these regional consultations is to:

- (1) inform constituencies about the STBP,
- (2) consult constituencies about the STBP, and
- (3) expand and develop constituencies.

The regions have been defined by the Delegation and aims to cover the four regions over a two-year period. Support for organizing the consultations will be managed by the Delegation Secretariat and the consultations should be facilitated by the relevant RCFP. If possible, the regional consultations should be organized to coincide with existing regional meetings such as Union or STBP regional or international TB meetings or conferences, etc. The consultations should take place either before or after the regional meetings.

The geographic coverage of the RCFPs will span the developing country region s/he is representing. Although no resources are allocated to performing the tasks and functions described, it is strongly encouraged that in coordination and collaboration with the LCFP and with support of the Elected Leadership, adequate financial and human resources should be sought to carry out the multiple functions needed to insure the proper work of the full Delegation. This financial process should be run in a transparent manner and in cooperation with the BM, ABM and LCFP.

OVERVIEW OF KEY OPERATIONAL FUNCTIONS

RCFP's support and work collaboratively with the LCFP who works closely with the BM and ABM. Key RCFP operational functions include:

- Supporting the LCFP to assist BM and ABM to carry out their functions and mandates;
- Helping the LCFP provide communications support to the work of the Delegation;
- Supporting the LCFP to ensure timely dissemination of information and documentation related to the Board and Committee meetings and other STBP related business, to stakeholders in their respective regions.

SPECIFIC TASKS AND FUNCTIONS

1. Ensure Wider Communication with Developing Country NGOs

- Create an up-to-date database of NGOs from their region that includes people interested in receiving regular updates on STBP policies and programs;
- Develop and implement a communications plan for their region;
- Support the LCFP to produce regular e-bulletins as a means of communication for communities interested and or involved in the implementation of STBP programs;
- Help translate the bulletin in five languages (Chinese, Spanish, French, Arabic, Russian);
- Report back to larger constituency regarding Delegation activities and ensure interested NGOs/CBOs in the four regions are updated following each Board meeting and between Board meetings;
- Organize regional consultations to expand constituencies and update constituencies on STBP policies and programs;
- Participate in regional meetings to update constituencies on STBP policies and programs.

2. To support the LCFP to Assist the BM and ABM to carry out their functions and mandates

- Collaborate with the LCFP to maintain close communication with the Delegation's BM and ABM through regular email messages and teleconferences between the Board meetings;
- Support the LCFP in organizing full Delegation teleconferences as necessary;
- Collaborate with the LCFP to provide strategic advice on issues related to the Board functions and working methods;
- Help the LCFP to support the BM and ABM with their communication and linkages to the developing country NGO/CBO constituencies.

3. To collaborate with LCFP to Provide communication support to the work of the Delegation at Board meetings

- Collaborate with the LCFP to organize a pre-meeting(s), and post-meeting debriefing sessions;

- Help the LCFP enhance communications among RCFPs;
- Collaborate with the LCFP to enhance communications among Delegation members;
- Help disseminate information on STBP through the website and NGO/CBO networks.

4. To support and collaborate with LCFP to ensure timely dissemination of information and documentation related to the Board and Committee meetings

- Collaborate with the LCFP to coordinate the flow of Board and Committee meeting documentation from the STBP Secretariat to Delegation members;
- Collaborate with the LCFP to compile and disseminate information on the Delegation's work to the STBP Committees;
- Contribute content for the Delegation's website.

5. To support and collaborate with LCFP to recruit Delegation members

- Support and collaborate with the Lead CFP to prepare the annual "Call for Nominations" for new Delegation members;
- Disseminate the "Call for Nominations" widely through regional NGO/CBO networks;
- Collaborate with the LCFP to convene and facilitate the establishment of the processes for nomination, selection and committee functioning, and ensure that applications are complete.

QUALIFICATIONS AND CRITERIA FOR SELECTION

Based on the criteria described, RCFPs will:

- Understand the scope of STBP work and the opportunities it presents, particularly as it relates to NGO and community issues and people affected by HIV, TB and Malaria in developing countries;
- Have experience and the ability to assume responsibility to carry out the tasks described above;
- Have the ability and capacity to communicate and network effectively and broadly (must have functioning communication linkages);
- Represent and promote STBP publicly when requested by the BM, ABM or by the LCFP;
- Facilitate the development of, and adherence to, processes that ensure transparency and accountability between the Delegation and NGOs/CBOs in general;
- Be use diplomatic and strategic political skills (working within a large Delegation and with other delegations)
- Be able to work in written and spoken English (additional languages are greatly desired);
- Have linkages with an organization that has communication expertise;
- Get assurance from employer regarding availability of up to 25% of working time for STBP-related duties.

The role of the RCFP is to support the BM, ABM and LCFP on STBP-related issues and to bring to the Board through the BM and ABM concerns and voices of the civil society community from developing countries worldwide.

Treasurer

Standing Committee Representatives
To be developed.

TERMS OF OFFICE

CORE MEMBERS, BOARD MEMBERS, ALTERNATE BOARD MEMBERS, REPRESENTATIVE MEMBERS OF STANDING COMMITTEES, LEAD COMMUNICATIONS FOCAL POINTS AND REGIONAL COMMUNICATION FOCAL POINTS, TREASURER

The term of office for all newly elected persons in the categories listed above is three (3) years from the date of appointment.

Requests for renewal may be submitted and these will be treated on the selection process as detailed elsewhere in the manual.

CESSATION OF APPOINTMENT:

A Delegation member will cease to be a member in any of the categories listed above if:

- S/he resigns
- He/she no longer has an employer who is supportive of the time commitment required
- He/she no longer has links to the organizations that secured their nomination and/or selection
- S/he is unable to perform the agreed upon tasks
- Does not perform according to the established Key Performance Indicators (KPI)
- S/he is unable to work with the other Delegation Members as part of a team
- If a conflict of interest is declared or discovered

LAST PAGE – STBP BOARD

The Constituencies of the board