

Communities Delegation of *people living with and affected by HIV, TB and malaria and those co- infected with HIV and HCV* to the UNAIDS Board

Delegation Handbook



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Overview of UNITAID

UNITAID is an innovative global health initiative that uses its long-term sustainable funding to support projects that positively impact the market for medicines, diagnostics and other health products for HIV/AIDS, TB and Malaria.

UNITAID also encourages innovation to ensure medicines are available in formulations and combinations that are best suited to the target populations and treatment conditions in developing countries.

The UNITAID secretariat is hosted by the World Health Organization in Geneva, Switzerland. Much of UNITAID's funding comes from a levy on airline tickets, which is both sustainable and predictable. UNITAID also receives long-term funding from governments.

Since its inception, UNITAID has committed more than US\$ 1,103,000 to projects in 94 countries.

Market-based approach

UNITAID works to improve access to medicines for HIV/AIDS, TB and malaria by using a market-based approach. By reducing the prices for treatment, prevention and diagnostics products, improving their quality and accessibility and reducing the length of time between the launch of a product and its availability, other buyers and countries also benefit.

Market catalyser

This means identifying and facilitating adoption and uptake of new or superior medicines or diagnostics. For example, when prices of new and better treatments are too high for patients in low-income countries, UNITAID can pool procurement to guarantee high volume purchases over a long-term period, thereby bringing prices down.

Market creator

Where there is low market demand but substantial public health benefits, UNITAID's long-term funding commitments can incentivize manufacturers to create new products and bring them to market.

Market fixer

When markets for health products do not work well, for example because of inaccurate demand forecasts or excessive transaction costs, the result can be low access to products. UNITAID's funding can correct problems in the market by supporting more accurate forecasting and reduce transaction costs by guaranteeing higher volume of product purchases.



ACHIEVEMENTS

By 2006, few child-friendly HIV treatments were available and the few children who did receive treatment often had to take up to 18 doses of unpleasant syrups a day. UNITAID used its long-term funding to encourage generic manufacturers to create child-friendly formulations that incorporated several drugs in one pill. Prices have since fallen by 64%, 5 new paediatric medicines have come to market and over 400,000 children have been treated with UNITAID support.

UNITAID supported and financed the creation of the Medicines Patent Pool in 2010. By encouraging patent holders to license their intellectual property, it paves the way for generic manufacturers to produce cheaper, quality assured, and re-formulated versions of needed treatments.

In the case of MDR-TB treatments, countries face the risk of stock-outs due to long lead times for orders. UNITAID funded the Strategic Rotating Stockpile to consolidate market demand and service emergency orders more quickly. At least 47 countries have used the Stockpile. Lead times have been reduced from 101 days to around 30 days.

Governance of UNITAID

THE UNITAID BOARD

The UNITAID Board has twelve seats with each Member having one equal vote:

- Founding countries: Brazil, Chile, France, Norway, UK
- **Communities affected by HIV, TB or malaria**
- NGOs involved in the global fight against these diseases
- Foundations (currently the Bill and Melinda Gates Foundation)
- African countries, nominated by the African Union
- Asian countries (currently Korea)
- Spain
- World Health Organization (non-voting member)

Full Board operating procedures are available here: <http://www.unitaid.eu/images/EB13/bop-nov2010%20english%20at%202010-11-11.pdf>

Overview of the Communities Delegation to the UNAIDS Board

HISTORY

The **Communities Delegation** to the UNAIDS board represents people living with and affected by HIV, TB and Malaria and those co-infected with HIV and HCV. The Communities Delegation has the goal of representing the views, voices, needs and interests of communities living with HIV, tuberculosis and malaria and those co-infected with HIV and HCV at UNAIDS Board and Committee level. They are also expected to report back to the communities they represent. It aims to be transparent, accountable and to prepare communities at grassroots and country level to engage in UNAIDS work, working to raise awareness to increase the debate about the UNAIDS work areas that directly affect those living with the diseases at country level, especially in the global south.

From 2006 – 2014 the Communities Delegation has managed its work together with the UNAIDS NGO Delegation. However, in response to the growth of UNAIDS knowledge among community members, especially across the global south, the demand for a space that specifically responds to the needs of communities living with the diseases increased and at the beginning of 2015, the Communities Delegation formed its own separate Delegation to serve its seat on the UNAIDS Board, and is currently hosted by GNP+ based in Cape Town, South Africa.



VISION

A UNAIDS in which communities living with and affected by HIV, TB, Malaria and co-infected with HIV and HCV have access to tests, medicines and products that prevent new infections, that are affordable and meet their needs.

MISSION

To ensure the voices of people living with and affected by HIV, TB and malaria and those co-infected with HIV and HCV positively influence the decisions, priorities, programmes and overall impact of UNAIDS, at Board and country level.

GOAL

To fully participate in UNAIDS programmes and processes with an informed, effective and authentic voice of communities living with and affected by HIV, TB, malaria and HIV/HCV co-infection.

OUR CHARTER

We are the unique human face of HIV, TB, malaria and HIV/HCV co-infection within the UNAIDS Board.

We bring the voices of the voiceless to the table and operate collaboratively and consultatively.

We work to ensure that communities have access to affordable diagnosis, life-saving medicines and preventative tools that empower them to live full quality lives with dignity.

We advocate and positively influence the decisions and programmes of UNITAID.

We persevere to ensure visibility for those that are often left out and raise issues of importance from our communities.

As communities living with the diseases, we represent diversity and come from many different regions of the world. We are committed and work tirelessly to improve the lives, wellbeing and human rights of people living with and affected by HIV, TB and malaria and those co-infected with HIV and HCV.

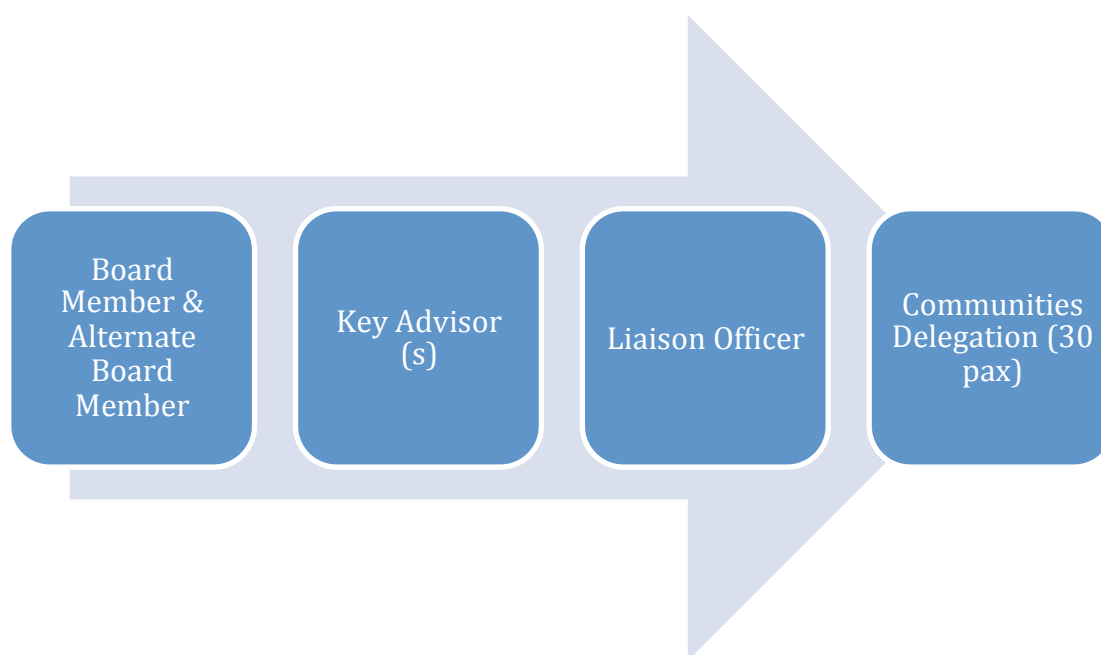
We strive to speak with integrity and to be accountable to our communities.

ADVOCACY AND ACHIEVEMENTS

Working as a team together with the NGO Delegation to the UNITAID Board, the Civil Society Delegations have helped to ensure UNITAID support for diagnostics, the financial transactions tax, the Medicines Patent Pool and hepatitis C as a co-infection of HIV. They have also helped make sure that support for TRIPS flexibilities, where intellectual property barriers hamper competition and price reductions, is encompassed in the UNITAID constitution and in the interventions which it funds.



How the Communities Delegation to the UNITAID Board works?



UNITAID Board Member/Alternate Board Member for the Communities Delegation

Terms of Reference

INTRODUCTION

This document specifies the role, term of office, qualifications and commitments required to serve as a Board Member or Alternate Board Member of the Communities Living with and Affected by HIV, TB and Malaria and those Co-infected with HIV and HCV Delegation to the Board of UNITAID.

SELECTION CRITERIA

The Board Member and Alternate Board Member are individuals and do not represent organisational views. To be eligible for one of the positions, an individual must:

- An applicant can be a national of a different implementing country to the one(s) in which they have lived and worked.
- Have an active and strong working relationship with communities, organisations and networks in their country and/or region.
- Have an understanding of UNITAID programmes, processes and policies - particularly in relation to issues affecting communities living with HIV, tuberculosis, malaria and co-infected with HIV and HCV.
- Have capacity for working collaboratively with a range of stakeholders - including donors, governments, NGOs, the private sector and foundations – on the UNITAID Board.
- Have openness, willingness and ability to learn about and take on issues across different disease areas, geographic regions and affected communities.

- Be willing to commit 25% of their time for UNAIDS-related Board activities and, if employed by an organisation, have written confirmation of that availability.
- Provide a letter of institutional endorsement from an employer or affiliated organisation.
- Be able to communicate clearly in written and spoken English (the operating language of the UNAIDS and the Communities Delegation).
- At any moment in time, at least one of the two positions (the Board Member or Alternate Board Member) must be held by:
 - A person openly living with HIV in their own country of origin.

Desirable

- Be a national of and have lived or worked in an implementing country
- Be working for and/or linked to a nongovernmental or community-based organisation.

Whenever possible, there should be a gender balance between the Board Member and Alternate Board Member and a geographical balance. Where possible, at least one of the positions should be held by a Member who comes from the region where the majority of UNAIDS investments are made

The Communities Delegation is committed to fulfilling the criteria outlined above. However, it also maintains flexibility to ensure it works within the context.

ROLE PROFILE

The Communities Board and Alternate Member represent the viewpoints and needs of communities affected by the three diseases concerning UNAIDS and the issues it deals with. The core roles and responsibilities of the Board Member and Alternative Board Member are to:

1. Perform roles and responsibilities as required by UNAIDS, in particular:

- Determining, modifying, and approving UNAIDS's objectives, scope and workplan;
- Nominating and participating in the performance review of the Executive Secretary
- Reviewing and approving annual budgets
- Reviewing annual budget performance
- Reviewing proposals for projects and making funding decisions
- Reviewing UNAIDS's performance against key performance indicators
- Monitoring and improving UNAIDS's proposal and funding decision processes
- Ensuring effective UNAIDS governance and UNAIDS secretariat functioning.
- Strengthening and determining strategies for issues of importance to UNAIDS, e.g. transition of UNAIDS programmes to alternative sources of funding, resource mobilisation etc.¹

2. Provide leadership and strategic vision for the Communities Delegation and actively work to motivate Delegation Members.
3. On an on-going basis, provide information to and seek input from Communities Delegation Members and their constituents on Board decisions, including through pre-board meetings, consultations and maintaining a vibrant civil society delegation
4. Review UNAIDS and Committee documents and provide feedback from the Communities

¹ For more details of UNAIDS's Board and Committee functions, please see UNAIDS's governance documents at <http://www.unaids.eu/en/governance-mainmenu-4/policies-mainmenu-58.html>

- Delegation's perspective for decision-making processes.
5. Contribute to the development of positions, papers and speaking notes to reflect the views of the Communities Delegation.
 6. Provide feedback on the activities of the Communities Delegation and positions taken to their constituents through communiqués, teleconferences etc
 7. Attend UNITAID Meetings and other relevant UNITAID meetings and workshops.
 8. Vote in UNITAID processes
 9. Support resource mobilisation for the Communities Delegation
 10. Work strategically with the Civil Society Delegation to the UNITAID Board where possible.
 11. Represent the Communities Delegation, and build strategic relationships with external stakeholders.
 12. Promote UNITAID and its projects among civil society, donors and other key actors

Specifically, the Alternative Board Member should also provide support to the Board Member as needed.

The Board Member and Alternate Board Member are of equal importance, without a hierarchy. However, it is noted that the Board Member has legal responsibility on the UNITAID Board. As part of the Leadership of the Communities Delegation, they are required to develop an effective and collaborative way of working together. This includes identifying priorities for their individual roles, informed by the needs of the Communities Delegation, the By-Laws of UNITAID and their own expertise and skills.

Two-day Board meetings take place twice-yearly, although occasional additional Board 'special sessions', retreats, workshops, consultative fora or teleconferences will also be held. Two-three day Community delegation pre-meetings precede each board meeting.

There are also a number of Board Committees in operation. The Communities Delegation currently holds a seat on the Finance and Accountability Committee (FAC). Each of these committees holds one-day meetings twice-yearly.

KEY PERFORMANCE INDICATORS (KPIs) OF COMMUNITIES DELEGATION (ALTERNATE) BOARD MEMBER

- Commit 25% of working time to work as UNITAID (Alternate) Board Member with formal support of own organization for this time commitment.
- Participate in 85% of UNITAID Board meetings and teleconferences, and Communities Delegation pre-Board meetings.
- Ensure 75% of UNITAID Committee/other meetings/teleconferences are attended by at least one Communities Delegation representative (where Communities Delegation hold a seat on that Committee), with no one representative sharing the sole burden for all Committees.
- Read and review all relevant documents in advance of UNITAID Board and Committee meetings. Utilise written and verbal inputs given by constituency members on meeting documents (via issue templates, teleconferences, pre-Board meetings etc) to create 'talking points', for use during each meeting, to ensure the views of affected communities are represented.
- Participate in at least 50% of internal community delegations' teleconferences and other events (e.g. strategizing prior to key meetings, debriefing constituents following meetings)
- Seek input from and report back to delegations' broader constituencies (communities living with the diseases) on key issues related to UNITAID Board and Committee decisions, predominantly through the delegations' communication mechanisms.

- Commit to a 70% response rate to requests from Community Liaison Officer and Communities Delegation delegation, as well as external constituency members.
- Commit to 100% response rate to communications concerning Board matters

DURATION OF TERM

The term of office for a Board member or Alternate is two years (with some flexibility to allow for handover and recruitment of new member). Alternate Board members who complete their 2-year term and are performing satisfactorily as deemed by the annual performance evaluation will be invited to assume the role of Board Member, for an additional two-year term.

An exceptional extension for up to one or two years of the ABM and/or BM mandate for reasons of continuity in the CD may be agreed as long as the ABM or BM have been deemed to have performed satisfactorily during the last performance review and any extensions will not unnecessarily interfere with the recruitment and preparation period for future BMs.

FINANCIAL SUPPORT

The roles of Communities Board Member and Alternate Board Member are voluntary and hence there is no payment for the work. Travel and per diem costs are covered by the UNITAID Secretariat or the Communities Delegation, and a small grant is available for communications

CESSATION OF APPOINTMENT

A Communities Delegation (Alternate) Board Member will cease to be a member if:

- He/she resigns;
- He/she no longer has an employer who is supportive of the 25% time commitment required or he/she no longer has links to the organization(s) that secured his/her nomination and/or selection to the Board;
- The outcomes of his/her annual evaluation in his/her role as Board member/alternate are deemed cause for a resignation by evaluation panel;
- If a conflict of interest is declared and it is not possible to work around this e.g. by the Board member recusing themselves from the relevant area of meetings; or
- When his/her term is completed, and a handover is arranged with an incoming Board Member or Alternate.

CANDIDATE PROFILE AND SELECTION

The following is a non-binding guide to how Alternate Board Members will be selected. The application process and criteria may be adjusted at the time of instigating recruitment.

Communities Delegation Alternate Board Members will be selected through the following application process:

- A call for expressions of interest will be circulated before the end of mandate of the current Alternate Board Member as a minimum to the Delegations' Members, Communities Support Team, civil society listservs and on the Delegations' Facebook page for at least three weeks.
- A selection panel, formed of the Communities Delegation Board Member, a Key Advisor and Member from the Communities Delegation, and one other person with strong experience of civil society engagement with UNITAID, with assistance from the Community Liaison Officer, will score applications against the criteria below and invite the top applicants to interview.
- The selection panel will select a Communities Delegation Alternate Board Member from amongst those interviewed. They should try to reach their decision by consensus.

Essential criteria:

- Ability to commit at least 25 percent of working time to serve as UNITAID Alternate Board member, with formal support of own organization for this time commitment.
- A person affiliated to a community-based organisation working to combat at least one of the three diseases, whether as an employee, trustee, volunteer, consultant etc.
- A person living with HIV, having lived with TB, malaria or HIV/HCV co-infection.
- Willingness to learn, and invest time in learning, about UNITAID-specific issues e.g. market impact
- Be vocal and not shy to speak in public or in front of large audiences
- Understanding of global health initiatives, e.g. the Global Fund.
- Proven experience of successful advocacy
- Fluency in written and spoken English
- Continuous access to internet-connected computer and international telephone (or able to gain this if provided with appropriate financial support).
- Able to attend meetings in Geneva.

Desirable criteria:

- Experience working with Boards or Board Members of global health institutions.
- Well-connected to other actors in the global health arena.
- Impact/results oriented

Other criteria:

- The selection panel may also wish to take into account the disease area, geographic balance and gender diversity of the incoming Board Member, and current Key Advisor(s) when selecting a new Alternate Board Member.

UNITAID Communities Delegation Member

Terms of Reference

INTRODUCTION

This document outlines the role, terms of office, qualifications and commitments required to serve as a Member of the Communities Living with and Affected by HIV, TB and Malaria and those Co-infected with HIV and HCV Delegation to the Board of UNITAID

The Communities Delegation has a maximum of 30 members (inclusive of the leadership) and will strive to achieve a minimum of 5 Delegates from the HIV community, 5 from malaria, 5 from tuberculosis, 5 from HIV/HCV co-infection and 10 from cross-cutting areas such as market dynamics, pricing, new drug product development, intellectual property etc.

SELECTION CRITERIA

Membership of the Communities Delegation is on an individual basis. To be eligible, the individual must meet the following criteria:

- A person: –
 - Living with HIV; and/or
 - Living with or had Tuberculosis; and/or
 - Living with, or working with, communities affected by Malaria; and/or
 - Living with or had HIV/HCV co-infection
- Be fully able to communicate orally and in writing in English (additional languages are valued)
- Demonstrated expertise and understanding of the scope of work of UNITAID and the opportunities it presents, particularly relating to issues of people living with and affected by HIV, tuberculosis, malaria and HIV/HCV co-infection at country level
- Particular expertise in issues such as HCV, market dynamics, pricing, new drug product development, intellectual property etc;
- Consistent internet, email and phone access;
- Demonstrated linkages with community networks (local, national and/or regional levels);
- Capacity to communicate and network effectively and broadly;
- Commitment to maintaining confidentiality around any confidential documentation available through UNITAID Committee and Board meetings
- Commitment to principles of transparency and accountability;
- Diplomatic and strategic political and negotiating skills to work with a variety of stakeholders;
- Openness, willingness and ability to learn, and the commitment to engage in issues of different constituencies;
- Commitment to a minimum of eight hours per week for UNITAID related activities;
- If employed by an organisation, written assurance regarding the availability of five hours per week of time for UNITAID related activities; and
- A letter of institutional support from an employer or affiliated organisation.
- At least one of the Delegation Members should be under 25 years of age.

Desirable

- Be a national of and have lived and worked in an implementing country
- Gender balance and a geographical balance.

We strive to ensure a balance across Members coming from the HIV, TB, malaria and HIV/HCV co-infected communities

ROLE PROFILE

Members of the Communities Delegation are expected to work closely with the BM, ABM and Community Liaison Officer, and will work primarily through email and conference calls. The primary role of all delegation members is to provide support and advice to the BM, ABM, and the Community Liaison Officer.

Members of the Communities Delegation have the following responsibilities:

- To uphold and support the mission of the Communities Delegation;
- Consult with communities, and communicate their priorities and needs linked to UNITAID;
- Meaningfully participate in all discussions of the Communities Delegation, especially related to Committee and Board Meetings of UNITAID;
- Respond to communications within the time frame requested noting that silence means approval where decisions are being made;
- Commit to a minimum of 5 hours a week for UNITAID related duties;
- Declare a conflict of interest; and
- Maintain Board and Committee documents confidential.
- Declare since the beginning of any potential conflict of interest that his membership at the delegation may have (refer to the delegation's Conflict of Interest Management)

Orientation and training will be provided to new Communities Delegation Members at the start of each Board Meeting and through regular topic-specific briefings. This will be further developed throughout 2015/16.

Communities Delegation Members are eligible to apply for the position of (Alternate) Board Member based on the criteria for this position

KEY PERFORMANCE INDICATORS

The following are Key Performance Indicators (KPIs) that Communities Delegation Members must commit to and achieve:

- A 50% response rate for requests for personal and substantive input and/or decision(s) between UNITAID Board Meetings;
- Active participation in the work of at least ONE committee of UNITAID that the Communities Delegation is represented on where nominated;
- Demonstrated active participation by reading, commenting and supporting advocacy on at least 25% of Committee/Board Meeting papers;
- Communicate and consult with between 5 and 10 global, regional and national contacts on key issues; and
- Participate, when selected, in two-day Board meetings that take place twice-yearly including two-three day pre-meetings.

The Communities Delegation Member may be requested to attend country-level/regional consultations, occasional additional Board ‘special sessions’, retreats, workshops, consultative fora and teleconferences.

All Delegation Members will be required to sign and return a statement confirming their understanding of the KPIs and their commitment to achieve them.

SELECTION PROCESS FOR COMMUNITIES DELEGATION MEMBERS

The Community Liaison Officer issues an open call requesting applications to the Communities Delegation at least once every two years. The call will ask interested applicants to answer three questions about UNITAID, the role of the Communities Delegation and for some information about priorities in one of the three disease areas. A Selection Panel consisting of the BM, ABM, Community Liaison Officer and two members of the current Delegation will be set up, and applicants are selected according to predefined criteria set out above together with an assessment in relation to the written responses received. A short list of applicants will be compiled and each prospective member will be required to take part in a 15 minutes telephone call where they will have a chance to share their understanding and particular area of interest in relation to UNITAID’s core business.

Applications will be treated in a confidential manner. The Selection Panel makes the final decision with the outcome shared through various list-serves and platforms by the Community Liaison Officer.

COMMUNITIES DELEGATION SELECTION PROCESS FOR ATTENDANCE AT PRE-BOARD AND BOARD MEETINGS

Being a Delegation Member does not necessarily mean attending meetings.

A number of Communities Delegation members are selected before each UNITAID Board meeting, to receive funding and logistical support to attend UNITAID Communities Delegation’s pre-Board meetings, and where possible, observe at the Board meetings themselves. The number of delegation members invited is dependent on funding (though some attendees/those who are based in the meeting location will be self-funded).

The selection process for pre-Board and other Communities Delegations’ meetings is as follows:

1. The Board and Alternate Board Members will specially invite Members to attend a Board meeting based on the needs of the particular meeting.
2. At least two diseases will be represented in the individuals selected to attend.
3. Every effort will be given to rotate these opportunities.

DURATION OF TERM

Members of the Communities Delegation serve a three-year term. Dependent on performance-based assessment, a two-year extension of this term may be granted by the leadership. However, at the end of the three year term, at least 50% of delegation members should be rotated off.

FINANCIAL SUPPORT

The roles of Communities Delegation Member is voluntary and hence there is no payment for the work. Travel and per diem costs are covered by the UNITAID Secretariat or the Communities Delegation.

CESSATION

A Communities Delegation Member will cease to be a member if:

- He/she resigns;
- He/she no longer has an employer who is supportive of the 5 hours time commitment required
- The outcomes of his/her annual evaluation in his/her role as Delegation member are deemed cause for a resignation by evaluation panel;
- If a conflict of interest is declared and it is not possible to work around this
- When his/her term is completed

After having served the full term, Delegation Members are required to have at least a one-year break before reapplying. Applicants will then undergo the standard selection process.

UNITAID Communities Delegation Key Advisor

Terms of Reference

INTRODUCTION

This document outlines the role, terms of office, qualifications and commitments required to serve as a Key Advisor of the Communities Living with and Affected by HIV, TB and Malaria and those Co-infected with HIV and HCV Delegation to the Board of UNITAID. The purpose of the Key Advisor(s) is to provide strategic advice and support in specific areas of expertise required by the Delegation. At any one time there will be no more than 3 Key Advisors.

SELECTION CRITERIA AND ELIGIBILITY

Any individual who has served as a Member of the Communities Delegation including former Board or Alternative Board Members is eligible to be a Key Advisor. Discretion can be used by Board and Alternative Board Member if particular expertise is sought and cannot be found from within this group of people.

Essential criteria:

- Expertise in HIV/AIDS, TB, malaria or HIV/HCV co-infection and other field of relevance to UNITAID such as market dynamics or intellectual property.
- Knowledge of historical and current context of UNITAID.
- Understanding of global health initiatives, e.g. the Global Fund.
- Proven experience of successful advocacy
- Fluency in written and spoken English
- Continuous access to internet-connected computer and international telephone (or able to gain this if provided with appropriate financial support).

Desirable criteria:

- Experience of working with Boards or Board Members of global health institutions.
- Well-connected to other actors in the global health arena.
- Able to attend meetings in Geneva.
- Living with or affected by HIV, TB, malaria or co-infected with HIV and HCV

Other criteria:

- The Board Member and Alternate Board Member may also wish to take into account the current expertise and geographic and gender diversity of the current Board Member, Alternate Board Member and Key Advisor(s) when selecting a new Key Advisor.

ROLE PROFILE

The primary responsibilities of the Key Advisor(s) are to provide support, strategic input in specific areas of expertise including but not limited to:

- Providing context and historical background to current issues before the UNITAID board
- Gathering strategic intelligence from key countries and other constituencies
- Participating in advocacy on behalf of the Communities Delegations

- Providing technical input on UNAIDS issues
- Providing linkage to other global health institutions, national NGOs or communities affected by HIV, TB, malaria or HIV/HCV co-infection
- Fill in gaps to ensure the Communities Delegation has all the expertise needed to be effective
- Build capacity with the Communities Delegation
- Participate in Delegation retreats when required

All efforts will be made to bring Delegation Members to Board meetings and only in exceptional circumstances may KA's be invited.

FINANCIAL SUPPORT

The role of Key Advisor is voluntary, hence there is no payment for participating. However, a small grant may be available from the Communities Delegation for communications, equipment and office costs. Travel and per diem costs may sometimes be covered by the UNAIDS Secretariat or the Communities Delegations' budget.

SELECTION PROCESS

Key Advisors will be selected through the following application process:

- A call for expressions of interest will be circulated as a minimum to the Communities Delegation and on the Delegation Facebook. The Leadership may also directly invite specific individuals to apply.
- A selection panel, formed of the Delegation's Board Member, Alternate Board Member and one other person either from the Communities Delegation or boards of other global health institutions, with assistance from the Community Liaison Officer, will score applications against the criteria above and invite the top applicants to interview.
- The selection panel will select a Key Advisor from amongst those interviewed. They should try to reach their decision by consensus but in case of disagreement, the final decision will lie with the Board Member.

KEY PERFORMANCE INDICATORS

Key Advisors are expected to fulfil the following criteria. They may also be required to undergo an annual evaluation, as decided by the Communities Delegation Board Member.

- Commit a minimum of 10% of working time to work as a Key Advisor.
- Read all relevant documents in advance of UNAIDS Board and Committee meetings that they attend.
- Provide written input on at least 10% of or 2 meeting documents (whichever is greater), using the template provided by the Community Liaison Officer.
- Participate in at least 20% of internal delegations' teleconferences and other events (e.g. strategizing prior to key meetings, debriefing constituents following meetings).

Key Advisors are also subject to the terms of reference for the Communities Delegations, for instance regarding confidentiality, document review and selection to attend UNAIDS Board and Communities Delegation pre-Board meetings.

DURATION OF TERM

The term of office for a Key Advisor will normally be two years (with some flexibility to allow for handover and recruitment of a new Advisor if necessary). The term may be renewed if so decided by the Communities Board Member and Alternate Board Member, with consideration given to:

- Satisfactory performance.
- The need to balance continuity among Board Members, Alternate Board Members and Key Advisors in order to retain institutional knowledge and the need to bring in fresh perspectives.

REPRESENTATION

Advisors will not represent the Communities Delegation unless invited by the Board and Alternate Board Member in exceptional circumstances

CESSATION OF APPOINTMENT

The term of a Key Advisor will cease if:

- They resign.
- They are no longer able to adhere to requirements under the KPIs or it is deemed by the Board Member or Evaluation Panel that they have underperformed.
- A conflict of interest is declared and it is not possible to work around this; or
- When his/her term is completed and a handover is arranged with an incoming Key Advisor.

UNITAID Communities Delegation ‘Community Liaison Officer’

Terms of Reference

INTRODUCTION

This document outlines the role, terms of office, qualifications and commitments for the Community Liaison Officer position of the Communities Living with and Affected by HIV, TB and Malaria and those Co-infected with HIV and HCV Delegation to the Board of UNITAID. The purpose of the Community Liaison Officer is to coordinate communication between the Board Member, Alternative Board Members, Key Advisor(s) and the constituency of communities living with HIV, TB, malaria and HIV/HCV co-infection. The Community Liaison Officer also communications coordination between the Delegation and the UNITAID Secretariat and other Board Members.

SELECTION CRITERIA

The ideal Community Liaison Officer will be highly self-motivated, competent in at least in HIV, TB, malaria or HIV/HCV co-infection thematic areas, well organised, collegial and able to work quickly and well under pressure both independently and as a member of a team. S/he must have a demonstrated commitment to working to improve the quality of life of people living with and affected by HIV, TB, Malaria and HIV/HCV co-infection and strengthening the level of meaningful engagement of people living with or affected by the four diseases in the design and implementation of policies and programmes.

Essential criteria:

- Knowledge and/or experience around UNITAID or any other global health financing institutions (such as GFATM, PepFAR, etc)
- Knowledge and/or experience around governance bodies & system of global health institutions (such as UNAIDS, WHO, etc)
- Experience in supporting a project management that involve financial management aspects
- Understanding about treatment and communities perspective(s) on the issue of treatment and access to treatment
- Ability to prepare clear, concise and informative reports, correspondence and other written materials. Good knowledge of proposal writing and budgeting;
- Ability to plan and coordinate multiple programmes & budgets in an effective and timely manner;
- Knowledge of global policies & guidelines on issues surrounding PLHIV and key affected populations (such as treatment access, stigma & discrimination, etc.);
- Vision, creativity and strategic planning skills.
- Excellent interpersonal, organisational and writing skills
- Ability to work independently as well as part of a team; must be able to work with a minimum of supervision in the conceptualisation, planning, management and implementation of programme activities;
- Proficiency in spoken and written English. Knowledge of a second language from implementing countries will be an additional advantage.

ROLES & RESPONSIBILITIES

The Community Liaison Officer (CLO) is responsible to assist the Communities Delegation in performing its role and accomplishing its mission. The LO will provide hands-on support in areas

such as communication, logistics and management of policy documents, internal documents and ensuring that institutional memory of the Communities Delegation will be managed in the highest standard of quality.

KEY RESPONSIBILITIES

- Assist Communities Delegation in coordinating the global consultation, communication and engagement project of the UNITAID Civil Society delegations, including organising bi-annual consultation meetings
- Manage all stages of the UNITAID Communities Delegation independent project, including budget management, implementation, reporting, etc
- Support the development of the role of Communities Delegation within UNITAID
- Represent the Communities Delegation in events, meetings, workshops as requested by BM or ABM
- Motivate the participation of delegation members and ensure follow up

FINANCIAL SUPPORT

The LO is a full-time paid position. Total working hours 40 hrs per week and is located within a host organization. The host organization is responsible for administration to support the LO. For 2015/16, the host organization is GNP+ based in South Africa.

REPRESENTATION

The Community Liaison Officer may only represent the Communities Delegation upon request or approval by the Board Member or Alternate Board Member.

SELECTION PROCESS

An open call for applications will be widely distributed and the LO is appointed via a selection panel that will comprise the Board Members, the Alternative Member, two members of the Communities Delegation and a Member of the host organization. The outcome will be widely shared across list-serves and the Communities Delegation Facebook

CESSATION OF APPOINTMENT

The LO appointment will terminate if:

- The LO resigns.
- The LO is unable to perform the tasks outline job description.
- The outcome of the performance review results in a recommendation for termination
- A conflict of interest is declared and it is not possible to work around this; or
- There is clear evidence of misconduct and/or inappropriate behaviour.

Performance review process of Board Member, Alternate Board Member, Communities Liaison Officer, Delegation Member and Key Advisor of the Communities Delegation to the UNITAID Board

INTRODUCTION

This Evaluation document specifies the process in which the Board Member, Alternate Board Member, and Delegation Members are evaluated against their Key Performance Indicators. These are required to serve on the Communities Living with and Affected by HIV, TB and Malaria and those Co-infected with HIV and HCV Delegation to the Board of UNITAID.

In order to be as accountable as possible to the constituencies represented by the Communities Delegation, the Delegation carries out an annual performance evaluation. It has also been recognized that this process must be manageable by a busy Delegation and for that reason has been developed to be as simple as possible.

A Board Member or Alternate Board Member may be asked to step down as a result of the outcomes of the review of his or her term. This is explicitly included in the Terms of Reference (ToR) of the Board Member and Alternate Board Member.

PROCESS FOR BOARD MEMBER AND ALTERNATE BOARD MEMBER

The Performance Review Process for Board Member and Alternate Board Member will be carried out by an evaluation panel of four and include a component that involves all Delegation Members. The process will be as follows:

A peer review team will be set up that will comprise of:

- The counterpart of the Board Member or Alternate Board Member being reviewed;
- The Community Liaison Officer
- A Key Advisor selected by the counterpart

IMPLEMENTATION

A short questionnaire will be completed by each of the peer review team (see below Questionnaire A). The person under review will also complete a self-assessment (see Questionnaire B below):

Questionnaire A:

An open-ended questionnaire delivered by survey monkey as follows:

- Please rate the performance of XXXXX in the Board (please give examples)
- Please rate the quality of the participation of XXXXX in the Board (please qualify with examples)
- Please rate the contribution of XXXXX to the Delegation plan for the year (please give specific examples)
- Should XXXX stay or go? [Stay/Go]

Questionnaire B:

An open-ended questionnaire delivered by survey monkey as follows:

- Please rate your performance in the Board (please give examples)
- Please rate the quality of your participation in the Board (please qualify with examples)
- Please rate your contribution to the Delegation plan for the year (please give specific examples)
- Should you stay or go? [Stay/Go]
- What can you improve? (be specific)

In addition, three questions will be sent out to all Delegation Members for each evaluation in Questionnaire C as follows:

Questionnaire C:

- In your opinion, how did he/she perform (give examples)
- What do you think they can improve (be specific)
- Should he/she stay or go? [Stay/Go]

The Evaluation panel will discuss the combined feedback, also considering the KPIs, and make a written report that includes recommendations and a summary. This will be then presented to the representative being assessed. If any queries or dispute arise, these will be discussed and resolved by the Evaluation Panel and Board representative. Any recommendations will be documented and signed by the respective Board or Alternate Board Member under assessment at the end of the process. Finally, the summary and recommendations of the Performance Review will be shared with the Delegation. The Delegation has the authority to ensure that the recommendations and time bound actions from the Performance Review are followed through. Strict confidentiality will be maintained around all data received and produced (with the exception of the public summary document).

PROCESS FOR DELEGATION MEMBERS

Delegation Members will be asked to complete an assessment based on their KPIs. The CLO ensures upfront that the Delegation Members are aware of the KPIs and have agreed to them, and during the review, checks the submitted KPIs against actual performance. Where Delegation Members have attended one or more Board Meetings, they will be asked to hand in a one page self- assessment of their performance (strengths and weaknesses).

This process is convened and assessed by the CLO, and together with the Board Member and Alternate. Delegation Members can be asked to step down based on the outcomes of the review, as explicitly included in the Terms of Reference.

PROCESS FOR COMMUNITY LIAISON OFFICER

As this is a paid position, the CLO is subject to a performance review of the host organisation. The Board Member and Alternate Board Member will participate in the Annual Performance Review of the CLO together with the supervisor within the host organization.

PROCESS FOR KEY ADVISORS

Key Advisors will be asked to complete an assessment based on their KPIs. The CLO ensures upfront that the Key Advisors are aware of the KPIs and have agreed to them, and during the review, checks the submitted KPIs against actual performance.

This process is convened and assessed by the CLO together with the Board Member and Alternate. A Key Advisor can be asked to step down based on the outcomes of the review, as explicitly included in the Terms of Reference.

Communities Delegation to the UNITAID Board: Conflict of Interest Policy

As increasing numbers of proponents soliciting funding from UNITAID are civil society actors coming from within affected communities, the Communities Delegation to the UNITAID Board feel it is necessary to produce their own conflict of interest policy. This policy outlines how the Delegations will ensure conflicts of interest are mitigated within internal delegation activities. This policy will operate alongside UNITAID's own conflict of interest policy.

The Communities Delegation positively encourages civil society groups to apply for UNITAID funding – this policy is not discouraging of civil society groups seeking UNITAID support. This policy has been developed to ensure the delegations fulfil their responsibility to protect against conflict of interest, and to ensure that the delegation is transparent and accountable to their constituencies in all of their conduct.

Throughout this policy, relevant interests include an individual's organisation² being a proponent to UNITAID, a named implementing partner in a funding proposal, or a sub-recipient of a proposed UNITAID project. Interests also include an individual having provided input into the development of a proposal (e.g. through providing advice).

FOR BOARD MEMBERS AND KEY ADVISORS

- Board members must declare all interests in a proposal that is submitted for funding to their Delegation and to the Board. Key advisors must also declare their interests in submitted proposals to the delegation.
- Declarations must be made when UNITAID invites a proponent to submit a full proposal. Declarations must be made to the Community Liaison Officer, and Board members and Key Advisors in the Delegation.
- Board members, key advisors, and any other civil society applicant with access to the Board SharePoint³ must not access Proposal Review Committee⁴ and Secretariat reviews of a proposal they have interests in when these are uploaded on the SharePoint. Board members/Key Advisors must sign a conflict of interest declaration to ensure they adhere to this policy.
- Board members and key advisors must not participate in pre-meeting or other discussions preparing delegation talking points for a proposal they have interests in. Board members and Key Advisors may be invited to answer questions on their proposal from the broader delegation only during pre-meetings.

² This definition excludes membership of broad Communities networks such as GNP+, ITPC, ICW, unless a person receives a salary from that organisation.

³ The Board SharePoint is a website accessed by UNITAID Board members, Key Advisors and the Liaison Officer, where all documents relating to UNITAID meetings are uploaded.

⁴ The Proposal Review Committee is a formal, independent, expert committee appointed by UNITAID to provide independent advice in connection with the review and assessment of funding proposals. Proposal Review Committee review documents are automatically uploaded on the Board SharePoint, along with Secretariat reviews.

- Board members and Key Advisors with interests in a proposal must not see the delegations' assessment of such a proposal nor talking points pertaining to that proposal ahead of or during a meeting.
- Board members and key advisors must adhere to UNITAID's conflict of interest policies, and will recuse themselves from all Board/Committee meeting discussions relating to the focus area (e.g. disease area or IP etc) relevant to the proposal they have interests in.
- Board members and key advisors with interests in a proposal will refrain from 'corridor lobbying' or other similar discussions with other Board actors, in relation to said proposal.

It is noted that if GNP+ (host organisation of the Community Liaison Officer) were to apply for UNITAID funding, the Community Liaison Officer would adhere to the steps outlined for Key Advisors above.

FOR DELEGATION MEMBERS ATTENDING UNITAID BOARD AND COMMITTEE MEETINGS

- In the calls for expressions of interest in attending a UNITAID meeting (circulated to the Delegation), the Community Liaison Officer will request applicants to declare any interests expected to be relevant to the forthcoming meeting.
- Board members then selecting attendees from within their broader delegation will make their selection of participants informed by any declarations, and at their own discretion.
- The Community Liaison Officer must subsequently record all delegation members attending meetings' potential interests in relation to proposals for funding.
- The Community Liaison Officer must ensure PRC and Secretariat reviews of proposals which delegation members attending meetings have interests in, are not shared with said delegation members.
- Delegation members attending meetings must not participate in pre-meeting or other discussions preparing delegation talking points for a proposal they have interests in. Such delegation members may be invited to answer questions on their proposal from the remainder of the delegation only.
- Delegation members attending meetings with interests in a proposal, must not see the delegation's assessment of such a proposal nor talking points pertaining to that proposal ahead of or during a meeting.
- Delegation members attending meetings will not be permitted to join their delegation in the UNITAID meeting room during discussions relating to the focus area (e.g. disease area, IP etc) relevant to the proposal they have interests in.
- Delegation members with interests in a proposal will refrain from 'corridor lobbying' or other similar discussions with other Board actors, in relation to said proposal.
- In communiqués shared with the Delegation following all UNITAID meetings, a list of attendees, along with any interests declared, will be included (as well as a copy of this policy).

FOR DELEGATION MEMBERS

- The Community Liaison Officer will ask Delegation members to declare interests in any proposal for consideration at a given meeting, when the delegation member asks to receive a document pertaining to any funding decision at the same meeting, during the delegations' document review process.

- The Community Liaison Officer must ensure proposals which Delegation members have interests in, are not shared with said Delegation members for them to review during the delegations' document review processes around meetings.
- The Community Liaison Officer must maintain up-to-date records of Delegation members' organisational affiliations to ensure this policy can be effectively implemented. (NB. Delegation members will be asked to complete a short form informing the delegations of these details once a year).

In addition, all Board members, delegation members attending meetings, and Delegation members, must adhere to UNITAID's conflict of interest policy, and be referenced in UNITAID official 'Declarations of Interest' forms ahead of UNITAID board and committee meetings that they attend.

