

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 Unitaid-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 Unitaid 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 Unitaid 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 Unitaid 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 Unitaid, in particular:
 - Determining, modifying, and approving Unitaid'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 Unitaid's performance against key performance indicators
 - Monitoring and improving Unitaid's proposal and funding decision processes
 - Ensuring effective Unitaid governance and Unitaid secretariat functioning.
 - Strengthening and determining strategies for issues of importance to Unitaid, e.g. transition of Unitaid 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.

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

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 Unitaid and Committee documents and provide feedback from the Communities 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 NGO 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, 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 Contact Group, 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% 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.