



**COMMUNITY DELEGATION  
TO THE STOP TB PARTNERSHIP BOARD**

**DELEGATION MANUAL**

August 2022

## The role of civil society and affected communities

*“Civil society and community-based organisations must play a key role in the planning and delivery of TB care. They are ideally positioned to contribute to the TB response in numerous ways, including: improving TB awareness; providing support to people receiving care; reducing stigma; informing the design of people-centred TB services; facilitating community engagement in the R&D of new TB tools; advocating for TB resources, policies and interventions; promoting government accountability for reaching targets and fulfilling commitments”.*

The Global Plan to End TB 2023-2030

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 people with TB and affected communities as valuable partners. Civil society and community organizations have a critical role to play in this shift. These stakeholders – including organizations of people affected by TB, 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, affected 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 prevalence is higher among men than women. 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 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 a simple and easily understood language and empower people to be more TB aware, particularly among key affected populations.

As of February 2022, the Stop TB Partnership's TB-Affected Communities constituency included almost 120 partners – local, national and international community groups, organizations and networks. Compared to the other NGO constituencies, the TB-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 the 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                      |
| CFP   | Constituency Focal Point                            |
| CG    | Consultative Group                                  |
| CSO   | Civil society organization                          |
| CSS   | Community Systems Strengthening                     |
| EC    | Executive Committee                                 |
| GFATM | Global Fund to Fight AIDS, Tuberculosis and Malaria |
| HIV   | Human Immunodeficiency Virus                        |
| KAP   | Key affected population                             |
| KPI   | Key Performance Indicator                           |
| LT    | Leadership Team                                     |
| NGO   | Non-Governmental Organization                       |
| RCFP  | Regional Communication Focal Point                  |
| STBP  | Stop TB Partnership                                 |
| TB    | Tuberculosis  |
| UNOPS | United Nations Office for Project Services          |

## I. INTRODUCTION

The Stop TB Partnership (STBP) is recognized as a unique international body with the power to align actors all over the world in the fight against tuberculosis (TB). It is a public-private partnership that is governed by a Board comprised of constituencies representing the diversity of stakeholders engaged in TB. The STBP Delegation of Communities Affected by TB (“Delegation”) was established with the aim to improve communication and engagement, strengthen accountability and enhance institutional memory of the Partnership’s TB-Affected Communities constituency.

The purpose of this Governance Manual is to outline the role and structure of the Delegation and the rules and procedures that guide its operation. This includes: criteria and election procedures for Delegation leadership and membership, decision-making processes in the Delegation and management of conflicts of interest.

### ***1.1. Overview of the Stop TB Partnership***

STPB is leading the way to a world without 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, has or is affected by 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 STBP 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.

The STBP 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 STBP components. The 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.

## **1.2. Overview of the Delegation**

The Delegation was established in accordance with the Board Decision Point 31-8 (31<sup>st</sup> 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.”<sup>1</sup>***

The **vision** of the Delegation is: ***A World free of TB***

The **mission** of the Delegation is: ***Empower TB-Affected Communities for Equitable TB responses.***

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<sup>1</sup> Stop TB Partnership, 31st Board meeting Decision Points, Decision Point 31-8(5). Available at: <http://stoptb.org/assets/documents/about/cb/meetings/31/31%20Outcomes/31%20Stop%20TB%20Board%20Decision%20Points.pdf> (accessed in April 2021).

To this end, the Delegation's Strategic Priorities are:

- Strategic Priority 1: Mobilization, empowerment and engagement of TB-affected communities
- Strategic Priority 2: Promotion and integration of Community, Rights and Gender in global TB response
- Strategic Priority 3: Increased and diversified funding for 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 their representation and participation on the Board. The participation of the Delegation on the Stop TB Board is vital to the principles and practice of the STBP.

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, communication, engagement, leadership and support, which it believes are crucial in this regard.

## **II. STRUCTURE AND WORK OF THE DELEGATION**

### **2.1. *Delegation composition***

The Delegation is made of up to forty Members coming from the TB-Affected Communities Constituency.<sup>2</sup> The Delegation commits to achieving geographic and gender balance, as well as balanced representation of TB key and vulnerable populations. 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 (LT) is formed to carry out political functions, coordinate with and represent the broader constituency, as well as manage the Delegation. In addition, there may be a Consultative Group of experts from selected countries and organizations of up to ten persons.

Delegation Members may also be requested to serve as Regional Communication Focal Points (RCFPs).

### **2.2. *LEADERSHIP TEAM***

The Leadership Team (LT) is made up of two Board Members (BMs) and two Alternate Board Members (ABMs).

Members of the Leadership Team are expected to make a substantial time commitment and should expect to spend between up to 35% of their professional time engaged in activities related to these positions.

### **2.3. *Board Members and Alternate Board Members***

Board Members (BMs) are Community Representatives to the STBP Board. In their absence, Alternate Board Members (ABMs) are acting on their behalf.

The term of office of BMs and the ABMs is three years, renewable once.

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<sup>2</sup> 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 STBP Governance Manual, the BMs 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 Delegation in particular.

The BMs and ABMs may not wear “two hats”: during their terms they may not serve as BMs, ABMs or CFP with other international health organizations.

BMs and ABMs are subject to meeting Key Performance Indicators (KPI) as developed and approved by the Delegation.

ABMs fully support BMs in their roles and responsibilities and substitute them when necessary.

Together, BMs and ABMs constitute the Leadership Team of the Delegation, which carries out political functions, coordinates with and represent the broader constituency, as well as manages the Delegation.

Decisions in the LT are made by consensus. When consensus cannot be reached, a vote is organized, and the decision is taken by a simple majority of votes. In case of a split (equal number of votes for and against), the issue is taken to the Delegation for review and decision-making.

The Constituency Focal Point (CFP) supports the Leadership Team and facilitates decision-making, but does not have a vote.

## **2.4. Delegation 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.

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:

1. To commit to and achieve a 75% response rate for requests for personal and substantive input and/or decision(s) between STBP Board Meetings
2. 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 (see Annex 1). If a Delegation Member disagrees with the Leadership Team's decision to end their tenure, s/he can appeal against the decision to the Delegation at large.

## **2.5. Secretariat**

### **2.5.1. Constituency Focal Point**

The Constituency Focal Point (CFP) is the only paid position on the Communities Delegation Leadership Team, hired on a contractual basis subject to availability of funding. The CFP 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 CFP maintains contact between the Delegation and the STBP Secretariat, engaging Members in discussion and collating feedback to the STBP Board. The CFP coordinates the work of the Delegation through electronic communications, as well as the annual retreat and 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 CFP reports to the BMs and is evaluated by the LT on an annual basis against the responsibilities outlined in the job description.

### **2.5.2. Administrative and financial host organization**

Not being a legal entity, the Delegation requires an external organization to serve as its administrative and financial host (host organization). To be eligible, an organization needs to be a duly registered global or regional community organization, having the staff, systems and other necessary capacity to perform the following tasks:

- Financial administration
  - a. provide ongoing financial support to the Delegation
  - b. by the end of the first week of each quarter, provide a financial update of the funds administered on behalf of the Delegation
  - c. manage an annual independent audit process of its financial accounts, which include the Delegation financial administration, and provide its annual audit reports to the Delegation
- Logistical support
  - a. When requested, provide logistical support necessary for travel arrangements of Delegation Members to attend Stop TB Partnership Board meetings, Delegation meetings and other related events
  - b. Provide additional logistical support based upon timely requests by the Delegation.
- Contractual support
  - a. handle financial arrangements for the Constituency Focal Point (CFP) and other consultants of the Delegation
  - b. sign a consultancy contracts or agreements, as deemed appropriate by the Delegation LT, on behalf of the Delegation
  - c. when requested and as instructed by the Delegation, handle other contracts, including procurement, for the Delegation.
- Other support
  - a. provide other administrative, financial and other support as agreed by the Parties and as required for smooth and uninterrupted operation of the Delegation.

The decision on the selection of the host organization is taken by the Delegation. After the decision is made, BMs sign a Memorandum of Understanding on behalf of the Delegation with the selected host organization.

A decision to discontinue hosting agreement may be taken by either the Delegation or the host organization, with at least a three month notice to the other party.

## **2.6. Recruitment of Delegation Members and Leadership**

### **2.6.1. Recruitment of Delegation Members**

New Delegation Members are recruited through a fair and transparent selection process. The selection processes strive to achieve a transparent, balanced and representative Delegation in terms of the following:

- (1) experience of TB
- (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 STBP.

In consultation with the LT, the CFP prepares a call for new Delegation Members, which is widely disseminated through social media and mailing lists of the Delegation, host organization and other relevant channels, allowing sufficient time for interested candidates to apply. The CFP collects the applications, screens them against eligibility criteria (see Annex 1) and shares with the LT.

The LT evaluates and scores each applicant and, in some instances, may interview applicants for additional information or clarification before making a final decision. Once the LT has reached consensus, it informs the CFP, who notifies successful applicants in writing. Unsuccessful applicants are also notified.

### **2.6.2. Recruitment of Board Members and Alternate Board Members**

When the terms of BMs/ABMs are coming to end, the Delegation, in coordination with the STBP's Board Affairs, initiates the process of recruitment of new BMs and ABMs. New BMs and ABMs are recruited through a fair and transparent selection process, which strives to ensure balanced and effective representation of the TB-Affected Communities constituency. The process of recruitment is discussed and agreed by the Delegation and is facilitated by the CFP.

Once new BMs/ABMs are identified, the CFP notifies the Secretariat of the STBP and broader constituency of the changes in the Delegation leadership.

### III. THE WORK OF THE DELEGATION

The majority of the Delegation's communication is electronic (through the Delegation listserv and WhatsApp group). Funds permitting, the Delegation meets face-to-face at an annual retreat, STBP Board Meetings or other international events. However, it is to be noted that due to the funds available and/or availability of Delegation Members, that not all Delegation Members may be 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.

#### **3.1. Board Meetings**

Board meetings are normally held every nine months; dates of the meetings are determined by the Board. 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.

The Leadership Team may select Delegation Members based on the Board Meeting agenda and evidence of previous active involvement. Regional representation is also taken into account, and so is gender, age and belonging to key populations.

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.

##### **3.1.1. 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.

### **3.1.2. 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 BMs and ABMs to present the Delegation's agreed positions
- interact with other constituencies in support of the Delegation's agreed 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
- CFP should communicate with Delegation Members not in attendance.

### **3.1.3. 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 CFP 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 the Constituency
- Use information to enhance the work of Delegation Members at the local and regional level
- Communicate with constituency members at country, regional and global levels
- 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.

### **3.2. Transparency**

Transparency 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, Delegation 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 CFP 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.

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

### **3.3. Communications**

Internal communication (all communication that takes place between the Leadership Team, CFP, host of the Delegation and Delegation Members) is key to effective operation of the Delegation. External communications is key to the success of the Delegation to make sure it communicates the needs of TB-affected communities to all external stakeholders to ensure people-centered approaches.

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.

All communications – both internal and external – are coordinated by the CFP.

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

- Website
- Listserv
- Dropbox/google drive
- Facebook group
- Zoom or other application for conference calls
- Doodle or other application for setting up conference calls
- WhatsApp or other messenger application to be used for communication between Delegation Members attending a Board Meeting

The host organization should provide support for the website and the management of the website should be the responsibility of the CFP.

The Delegation develops and regularly revisits a Communication Strategy to guide its communication efforts.

### **3.4. *Orientation and capacity building***

The BMs, ABMs and CFP 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. All new Delegation Members should have an orientation session on the STBP conducted by the BMs, ABMs and CFP.

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

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 coordination and collaboration.**

### **3.5. 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) being the custodian of the institutional memory of the Delegation, and
- (4) monitoring and reporting on the Delegation work plan.

The Delegation Secretariat will be hosted by a host organization, identified by the Delegation. Host organization must meet the following criteria:

- (1) be a duly registered regional or global community organization
- (2) have adequate infrastructure in place for transparent financial management and accounting
- (3) have a track record of implementing projects
- (4) experience hosting community initiatives is a plus

In 2020, the Delegation has chosen TBpeople, the global network of people affected by TB, as a host organization, and a Memorandum of Understanding was signed between the Delegation and TBpeople to that effect. The decision on hosting arrangements will be reviewed annually or as per agreement within the Delegation. 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 Delegation leadership. To ensure that the Delegation runs efficiently, has the resources to implement its strategic priorities and builds capacity of Delegation Members, a Resource Mobilization Strategy will be developed and implemented.

### **3.6. 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 Leadership Team 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 Delegation Members 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 BM, ABM or CFP, 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 Delegation. The results of the grievance procedure should be communicated in a timely and sensitive manner.

### **3.7. Performance appraisal**

All Delegation Members are expected to provide up to 10% of their professional time to the efforts of the Delegation, and Leadership Team – up to 35% of their professional time. This time commitment will not be evenly distributed throughout the year, with considerably busier periods around Board meetings, Delegation retreats and other major events of concern for 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 the Delegation Members and the Leadership Team.

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 Member should continue to serve on the Delegation.

The performance appraisal (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. 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.

### **3.8. Conflicts of Interest**

The Delegation upholds the highest standards of ethics and integrity, and to this end is committed to ensure that its Members, Leadership and Secretariat avoids any actual, potential and perceived conflict of interest. To this end, the Delegation develops and implements a Conflict of Interest Policy.

### **3.9. Financial Management & Accounting**

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

Responsibility for the Delegation's financial management and accounting lies with the Treasurer and the host organization.

To serve effectively in this role, the Treasurer must meet all of the requirements as outlined in the ToR. The basic criteria are:

- possess at least an undergraduate degree in Finances, Management, Business or Public Administration, Project Management, Law or another related field
- have a minimum of three years' experience working with international donors
- have experience of managing an annual organizational budget which is similar to or exceeds the Delegation's budget

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 Delegation typically includes the following:

- communication and information dissemination (including a small salary for support staff to the CFP, support to RCFP) updating website, teleconferences and translation\*;
- support for salaries or fees for CFP or administrative assistance to the CFP; (Constituency funding shall not be used toward remuneration of the BMs and ABMs)
- office expenses of the CFP, 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, e.g., air travel, venue renting and facilities, networking events, per diems, etc.;
- cost of participation at Delegation meetings and retreats, including but not limited to: air travel, venue renting and all facilities, external facilitator/consultant, and per diems;
- communication allowance for the BMs and ABMs.

### **3.10. Meetings and Travel Policy**

#### **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 Delegation 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 CFP/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.

#### **Organization of meetings**

1. The Delegation Leadership will announce the dates for any scheduled Delegation meeting, Pre-Board Meeting Retreat, and Board Meeting 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 CFP and other relevant Delegation Secretariat are required to arrive on-site at least one full day in advance of any Delegation meeting, retreat of STBP Board Meeting to prepare all necessary logistics and travel.

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. The Delegation follows the **Principle of Solidarity**, which allows to maximize financial resources. In the case of face-to-face Board Meetings, the Delegation inquires how many Delegation Members can be supported by the STBP to participate in a Meeting with their expenses covered by the STBP. The names of those Delegation Members whose travel costs are the highest are submitted to the STBP Secretariat by the CFP. If those selected receive a different per diem from what other Delegation Members receive, the difference is paid back to the Delegation to ensure that everyone receives the same per diem.

### **Travel policy**

Unless covered from other sources, the Delegation will pay the airfare, visa costs, and per diems of Delegation Members, who have been invited to a meeting by the Delegation Leadership.

### **Travel arrangements**

The Delegation's administrative and financial host organization (host organization) will be responsible for making the travel arrangements and for the purchasing of tickets in line with its Travel Policy. The host organization 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 host organization to assist with visa applications. It is the responsibility of the Delegates to ensure that they have valid passports.

### **Per diem**

Per diems will be calculated and paid by the host organization in line with its Travel Policy.

## **ANNEXES**

### ***Annex 1: Terms of Reference - Delegation Members***

**(Requires 10% of Professional Time)**

**The role of the Delegation Member is to support the Board Members (BMs) and Alternate Board Members (ABMs) on Stop TB Partnership (STBP) related issues and to bring to the Board through the BM, the concerns and voices of the TB affected community.**

#### **BOARD-RELATED FUNCTIONS**

- Help to achieve greater and more effective STBP impact in the TB-affected communities (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 the 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 TB-affected 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 follow-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 focal points and others in-country and in the region or sub-region
- Maintain close communication with the Delegation's BMs, ABMs, CFP, RCFPs and other Delegation Members through regular email messages, phone calls and other social media/messengers as agreed within the Delegation
- Disseminate information on STBP consistent with the Delegation's internal/external communications strategy.

**Delegation Members will support the BMs and ABMs to perform the following functions:**

- Develop policies and strategies for STBP, in line with the agreed vision, mission, and values
- Develop 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 and voice the views and needs of the TB-Affected Communities Constituency
- 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, members of the TB-Affected Communities Constituency, broader civil society groups and networks and with other delegations and constituencies
- 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 civil society movements
- Seek input from the constituency on key issues
- Consult with and report to the broader constituency before and after Board meetings
- Support performance appraisal of other Delegation Members, including the Leadership, against Key Performance Indicators
- Support selection of other Delegation Members using established selection processes.

#### **QUALIFICATIONS AND CRITERIA FOR SELECTION**

- Understanding of the scope of work of STBP and opportunities it presents
- Ability to contribute to strengthening the Board's understanding of community issues and needs
- Experience and ability to assume responsibility to carry out the tasks as described in the role of the Board
- Ability to represent issues related to community involvement in TB and other related diseases
- Having of a minimum three years' experience in community organization or front-line NGO work in TB
- Ability and capacity to communicate and network effectively and broadly (must have functioning communications linkages such as telephone, computer and email)
- Ability to act within a team setting
- Being sensitive to human rights, gender, ethnicity, race, religion, sexuality, health or other status
- Possession of diplomatic and strategic political skills including capacity to think and work strategically
- Demonstrated ability to work in written and spoken English (more languages greatly desired)

- Linkage to an organization that can facilitate communication and provide support
- Maintain an assurance from employer regarding availability of up to 10% of working time for Delegation and STBP related duties.

## **APPLICATION PROCESS**

To apply, interested candidates should provide:

- Current CV
- Letter of support from a local, regional or global community organization
- Formal recommendation letter from the individual's organization to permit the person to contribute up to 10% of their time to the work of the Delegation
- Motivation letter explaining why the person is interested to join the Delegation and how s/he meets eligibility requirements

## ***Annex 2: Terms of Reference - Board Members***

**(Requires up to 35% of Professional Time)**

**The role of the Board Members (BMs) is to support and bring directly to the Stop TB Partnership (STBP) Board, the concerns and voices of the TB affected communities worldwide. The Board Members are the only Delegation Members with a vote on the STBP Board.**

### **BOARD-RELATED FUNCTIONS**

- Develop policies and strategies for STBP, in line with the agreed vision, mission, and values
- Develop 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 and voice the views and needs of TB-Affected Communities Constituency
- 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, members of the TB-Affected Community Constituency, broader civil society groups and networks and with other delegations and constituencies
- 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 civil society movements
- Seek input from the constituency community on key issues
- Consult with and report to the broader constituency before and after Board meetings
- Work collaboratively with ABMs, CFP, RCFPs and other Delegation Members including consulting Delegation Members for key decisions
- Mentor and support the ABMs

- Support performance appraisal of other Delegation Members, including the leadership, against Key Performance Indicators
- Select other Delegation Members as per selection processes.

## **QUALIFICATIONS AND CRITERIA FOR SELECTION**

To be eligible, candidates have to meet the following criteria:

- be a person affected by TB
- be affiliated with and actively engaged in a grassroots, local, national, regional or global community network (demonstrated by a letter of support)
- have a clear understanding of issues from an affected community's perspective;
- be able to represent views of the diverse constituency
- be fluent in spoken and written English
- have effective communication skills
- demonstrate leadership within community networks
- demonstrate capacity to work with a range of stakeholders
- have access to communications technology for teleconferences and conference calls
- be able to commit 16 hours per month (non-remunerated) for work related to the Community Delegation and the Board and to attend meetings
- be able to provide leadership to convene constituency (e.g., convene calls every 2-3 months) and communicate with the constituency (result of meetings, annual activity reports)
- have experience of engagement in TB response at the regional and global levels
- knowledge of/experience with the Stop TB Partnership is a plus

Desirable criteria:

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

Other criteria:

- The selection panel may also wish to take into account the expertise and geographic and gender diversity when selecting a new Board Member.

### ***Annex 3: Terms of Reference – Alternate Board Member***

**(Requires up to 35% of 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;
- 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 TB-affected communities 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; Delegation Members, the other civil society Board Members and broader civil society;
- 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**

To be eligible, candidates have to meet the following criteria:

- be a person affected by TB
- be affiliated with and actively engaged in a grassroots, local, national, regional or global community network (demonstrated by a letter of support)
- have a clear understanding of issues from an affected community's perspective;

- be able to represent views of the diverse constituency
- be fluent in spoken and written English
- have effective communication skills
- demonstrate leadership within community networks
- demonstrate capacity to work with a range of stakeholders
- have access to communications technology for teleconferences and conference calls
- be able to commit 16 hours per month (non-remunerated) for work related to the Community Delegation and the Board and to attend meetings
- be able to provide leadership to convene constituency (e.g., convene calls every 2-3 months) and communicate with the constituency (result of meetings, annual activity reports)
- have experience of engagement in TB response at the regional and global levels
- knowledge of/experience with the Stop TB Partnership is a plus

Desirable criteria:

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

Other criteria:

- The selection panel may also wish to take into account the expertise and geographic and gender diversity when selecting a new Board Member.

**Based on the above, the ABMs will:**

- Possess an understanding of the scope of work of STBP and opportunities it presents;
- Strengthen the Board's understanding of the issues of the TB-affected communities;
- 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 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 Members of the 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 ABMs is to support the BMs and to bring to the STBP Board the concerns and voices of the TB-affected communities worldwide. The ABM may vote on the Stop TB Partnership Board in the absence of the BM.**

### ***Annex 3: Terms of Reference – Constituency Focal Point***

**This position is a full- or part-time paid position but depending on the workload, the Delegation can negotiate not less than 25%.**

#### **OVERVIEW OF KEY FUNCTIONS**

- Coordinate administration and day-to-day operations of the Delegation
- Support the Board Members (BMs) and Alternate Board Members (ABMs) in their functions and mandates, including
- Lead communications support to the work of the Delegation
- Support the Delegation at all official Delegation meetings and events
  - 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 TB-Affected Communities Constituency;
  - Between Board meetings, in consultation with the BM and ABM, communicate decisions to Delegation Members, STBP Secretariat, and more broadly.
- Ensure timely dissemination of information and documentation related to the Board meetings with the Delegation and broader constituency
- 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 Leadership in the selection process
  - Broadly communicate the selection to the constituency
  - Inform the selected candidates in writing
  - Inform the other Board delegations and STBP Secretariat of newly selected Delegation Members
- Ensure wider communication with the constituency and other civil society organizations, including
  - Coordinate and oversee the Delegation website;
  - Create an up-to-date database of community organizations and groups interested in receiving regular updates on the STBP policies and programs;
  - Develop and implement a communications work plan;
  - Report back to larger constituency regarding Delegation activities and ensure interested NGOs/community 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
- Assist and support the Delegation secretariat
- Support resource mobilization processes
- Submit monthly progress reports

## **QUALIFICATION AND CRITERIA FOR SELECTION**

The CFP should meet the following criteria:

- University degree in communication, social sciences, human rights, law or other relevant field; advanced degree is a plus
- At least ten years of professional experience in advocacy and communication; experience in TB and global health is strongly preferred
- Excellent understanding of TB and global health; knowledge of and experience with the Stop TB Partnership is strongly preferred
- Excellent command of spoken and written English; knowledge of another UN language is a plus
- The ability and capacity to communicate and network effectively and broadly (must have functioning communication linkages)
- Have the ability to prepare position papers, policy briefs and other high-level documents
- Experience in project and financial management approach to monitoring and evaluation, writing reports and communication briefs
- Excellent computer and administrative skills
- Knowledge of public health policies, international development and human rights
- Ability to work with people of different backgrounds and time zones
- Experience working with community and civil society organizations and background in human rights, gender and justice reform would be an asset
- Ability to make various international travel engagements to meetings with advance and/or little notice, when travel commences
- Knowledge in basic web site management and social media marketing and management