UNAIDS PCB NGO Delegates Manual

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Introduction and purposes of the Manual

A note on style: *This Manual is written from the* first person plural *perspective of the NGO Delegates sitting on the Programme Coordinating Board.*

It is an extraordinary *opportunity* to serve as a Nongovernmental (NGO) Delegate to the UNAIDS Programme Coordinating Board (PCB).

It is an even more extraordinary *challenge* to serve as an NGO Delegate. It requires the courage, boldness and passion to speak truth to power. It requires that we hold ourselves to high standards in our Code of Conduct.[1] We encourage passion, honesty and diplomacy. We have a steep learning curve to figure out how it all works and how to play by the rules while never betraying our constituencies. And we must operate fluently in written and spoken English regardless of our native tongue. To accomplish any measure of success in our Mission as NGO Delegates is indeed an extraordinary *achievement.*

This Manual is intended for use by us as PCB NGO Delegates to help us understand these challenges so that we may achieve our Mission. It is intended as a key learning resource to orient our new Delegates and as a user-friendly reference to assist in our understanding of the workings of the PCB, to outline the various functions and tasks we must undertake throughout the year, and to provide information to help strengthen our skills and shape the strategies to accomplish our mission and objectives.

This Manual was produced as a result of decision 9.1 taken at the 20th Meeting (June 2007) of the UNAIDS Programme Coordinating Board arising from the 2006 *Review of NGO and Civil Society participation in the Programme Coordinating Board.*[2] This document was updated in October 2012.[3] We are free to refine, change and append it as necessary. It is recommended that the current Delegation and support team review it every two years and that revisions and clarifications be incorporated as required.

This document is intended to be used in tandem with the *UNAIDS PCB NGO Vision, Mission, Principles, and Code* and the *UNAIDS PCB NGO Terms of Reference.*[4]

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[1] See *UNAIDS PCB NGO Vision, Mission, Principles, and Code of Conduct*.
[2] See http://data.unaids.org/pub/InformationNote/2007/review_of_ngo_participation_item3.2_en.pdf
[3] This document was contracted and funded by the UNAIDS Secretariat. It was written, based in part upon an existing Terms of Reference, in 2007/2008 by T. Richard Corcoran, consultant and former PCB NGO Delegate (2004-06), with input and support from a steering committee (consisting of PCB NGO Delegates and a representative of the UNAIDS Secretariat) and reviewed by advisors outside the NGO Delegation who were selected by the steering committee. This document was updated in October 2012 by the NGO Delegation & CF.
[4] Definitions for terms used throughout this Manual, as well as the commitments of being an NGO Delegate are spelt out in the Terms of Reference.

I.   BACKGROUND AND GOVERNANCE OF THE PCB

A.   Introduction to the UN and UNAIDS

1.   The United Nations (UN)

The Charter of the United Nations was signed on 26 June 1945 at the conclusion of the United Nations Conference on International Organization. It came into force on 24 October 1945, when it was ratified by 51 countries (Member States). By 2011, its membership has grown to 193 Member States.

Charter of the United Nations: Preamble http://www.un.org/en/documents/charter/

WE THE PEOPLES OF THE UNITED NATIONS DETERMINED
- to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and
- to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small, and
- to establish conditions under which justice and respect for the obligations arising from treaties and other sources of international law can be maintained, and
- to promote social progress and better standards of life in larger freedom,

AND FOR THESE ENDS
- to practice tolerance and live together in peace with one another as good neighbours, and
- to unite our strength to maintain international peace and security, and
- to ensure, by the acceptance of principles and the institution of methods, that armed force shall not be used, save in the common interest, and
- to employ international machinery for the promotion of the economic and social advancement of all peoples,

HAVE RESOLVED TO COMBINE OUR EFFORTS TO ACCOMPLISH THESE AIMS

It should be noted that some key elements enshrined in this Preamble (fundamental human rights, dignity and worth of the human person, equal rights of men and women, justice and respect for obligations [of governments], social progress and better standards of life) are hallmarks of many of the issues we still struggle for today regarding our work on the PCB.

The principal UN Organs are the General Assembly (all 193 Member States), the Security Council, the Economic and Social Council, the Trusteeship Council and the International Court of Justice.

Of these, the Economic and Social Council (ECOSOC) is particularly relevant to UNAIDS and the PCB as it was through ECOSOC resolutions that both UNAIDS and its governance structure, the Programme Coordinating Board, were established. It is important to note that these ECOSOC resolutions, notably Resolution 1995/2[5], govern many aspects of both UNAIDS and its governing body, the PCB, and that changes to these governance elements may not be able to be determined by the PCB itself but must be brought before the ECOSOC.

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[5] See http://www.un.org/documents/ecosoc/res/1995/eres1995-2.htm

2.   The Joint United Nations Programme on HIV/AIDS (UNAIDS)

The Joint United Nations Programme on HIV/AIDS (UNAIDS) was established by ECOSOC Resolution 1994/24 on 26 July 1994 which emphasized "that the global HIV/AIDS epidemic affects every country of the world and that its magnitude and impact are greatest in developing countries." This resolution also outlined UNAIDS' objectives:

Economic and Social Council, Resolution 1994/24. Joint and co-sponsored United Nations programme on human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS)

I. OBJECTIVES

3. The objectives of the programme are to:

(a) Provide global leadership in response to the epidemic;

(b) Achieve and promote global consensus on policy and programmatic approaches;

(c) Strengthen the capacity of the United Nations system to monitor trends and ensure that appropriate and effective policies and strategies are implemented at the country level;

(d) Strengthen the capacity of national Governments to develop comprehensive national strategies and implement effective HIV/AIDS activities at the country level;

(e) Promote broad-based political and social mobilization to prevent and respond to HIV/AIDS within countries, ensuring that national responses involve a wide range of sectors and institutions;

(f) Advocate greater political commitment in responding to the epidemic at the global and country levels, including the mobilization and allocation of adequate resources for HIV/AIDS-related activities.

4. In fulfilling these objectives, the programme will collaborate with national Governments, intergovernmental organizations, non-governmental organizations, groups of people living with HIV/AIDS, and United Nations system organizations.

These were ambitious objectives in 1994. Today we are still challenged to fully realize them. We must use these UNAIDS Objectives to guide our work on the Programme Coordinating Board.

After a further ECOSOC resolution (1995/2) and establishment of the PCB as its governance structure, UNAIDS became operational in 1996.

B.   Introduction to the Programme Programming Board (PCB)

1.   Purpose and functions of the PCB

As stated under **Purpose** in the Modus Operandi of the PCB of UNAIDS, "The Programme Coordinating Board (PCB) acts as the governing body on all programmatic issues concerning policy, strategy, finance, monitoring and evaluation of UNAIDS". It further states that its functions are:

Modus Operandi of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS) [revised December 2011]

Functions

5. In order to carry out its functions the PCB shall be kept informed of all aspects of the development of UNAIDS and take into account, in matters of strategy and technical policy, the reports and recommendations of the Committee of Cosponsoring Organizations (CCO) and the Executive Director, and appropriate reports and recommendations from UNAIDS scientific and technical advisory committees established by the Executive Director. The functions of the PCB are:

(i)   To establish broad policies and priorities for the Joint Programme, taking into account the provisions of General Assembly resolution 47/199;

(ii)   To review and decide upon the planning and execution of the Joint Programme. For this purpose, it shall be kept informed of all aspects of the development of the Joint Programme and consider reports and recommendations submitted to it by the CCO and the Executive Director;

(iii)   To review and approve the plan of action and budget for each financial period, prepared by the Executive Director and reviewed by the CCO;

(iv)   To review proposals of the Executive Director and approve arrangements for the financing of the Joint Programme;

(v)   To review longer term plans of action and their financial implications;

(vi)   To review audited financial reports submitted by the Joint Programme;

(vii)   To make recommendations to the Cosponsoring Organizations regarding their activities in support of the Joint Programme, including those of mainstreaming; and

(viii)   To review periodic reports that will evaluate the progress of the Joint Programme towards the achievement of its goals.

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2.   Composition of the PCB
There are 38 seats on the PCB: 22 Member States, 11 Cosponsors, and 5 NGOs.

- ## Member States
   Member States (i.e. governments) hold 22 seats on the PCB. They are selected from among the UN Member States. They serve on the PCB for a term of 3 years on a rotation basis. Only Member States are considered "members" of the PCB and have the only voting rights on the PCB.

Modus Operandi of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

Composition

7. The membership of the PCB comprises 22 Member States, elected from among the Member States of the Cosponsoring Organizations, with the following regional distribution:

Western European and Others Group	7 seats
Africa	5 seats
Asia and Pacific	5 seats
Latin America and the Caribbean	3 seats
Eastern European/Commonwealth of Independent States	2 seats

8. The term of membership of these 22 members shall be three years. The initial terms of members shall vary in order to achieve a staggering of membership. After the initial elections, approximately one third of the membership shall be replaced annually.

- ## UNAIDS Cosponsoring Organizations (Cosponsors)
   The ECOSOC Resolution 1994/24 also emphasized the urgent need to fully mobilize and coordinate all UN system organizations and other development partners in the global response to HIV and AIDS according to the comparative advantages of each organization. Initially, six UN system organizations were identified to "co-sponsor" the programme. By 2004, the number of Cosponsors had grown to ten; in 2012, in became eleven. Each holds a continuous seat on the PCB. The Cosponsors have "full rights of participation" in the PCB, but do not have voting rights. The Cosponsors work towards the goals of UNAIDS by an often complex and overlapping Division of Labour.[6]
   Following is a listing of these eleven Cosponsors along with their area(s) of work.
   - UNICEF – United Nations Children's Fund [1995]
   - UNDP – United Nations Development Programme [1995]
   - UNFPA – United Nations Population Fund [1995]
   - UNESCO – United Nations Educational, Scientific and Cultural Organization [1995]
   - WHO – World Health Organization [1995]
   - The World Bank [1995]
   - UNODC – United Nations Office on Drugs and Crime [1999]
   - ILO – International Labour Organization [2002]
   - WFP – United Nations World Food Programme [2003]
   - UNHCR – United Nations Refugee Agency [2004]
   - UN Women [2012]

   For related sections, see also *B.3. Committee of Cosponsoring Organizations* and *L. Working with Cosponsors,* both below.

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[6] The Division of Labour aims to have different Cosponsors take the lead or "convene" different areas of work in the HIV response.

UNAIDS Cosponsors, Division of Labour

Division of Labour area	Convener(s)	Agency partners		
• Reduce the sexual transmission of HIV[a]	World Bank UNFPA	World Bank UNFPA WHO	UNDP UNICEF WFP	UNHCR ILO UNESCO
• Prevent mothers from dying and babies from becoming infected with HIV[a]	WHO UNICEF	WHO UNICEF	UNFPA WFP	
• Ensure that people living with HIV receive treatment[a]	WHO	WHO UNICEF WFP	UNHCR WHO ILO	UNDP
• Prevent people living with HIV from dying of tuberculosis[a]	WHO	WHO WFP UNODC	UNICEF ILO	
• Protect drug users from becoming infected with HIV and ensure access to comprehensive HIV services for people in prisons and other closed settings[a]	UNODC	UNODC UNICEF World Bank UNESCO	WHO UNDP UNFPA	
• Empower men who have sex with men, sex workers and transgender people to protect themselves from HIV infection and to fully access antiretroviral therapy[a]	UNDP UNFPA	UNDP UNFPA UNESCO	World Bank WHO	
• Remove punitive laws, policies, practices, stigma and discrimination that block effective responses to AIDS[a]	UNDP	UNDP UNESCO UNHCR	UNFPA WHO ILO	UNODC UNICEF
• Meet the HIV needs of women and girls and stop sexual and gender-based violence[a]	UNDP UNFPA	UNDP UNFPA WFP	UNICEF WHO UNODC	UNESCO UNHCR ILO
• Empower young people to protect themselves from HIV[a]	UNICEF UNFPA	UNICEF UNFPA	WFP UNESCO	UNHCR ILO WHO
• Enhance social protection for people affected by HIV[a]	UNICEF World Bank	UNICEF World Bank	WFP WHO	UNDP ILO UNHCR
• Address HIV in humanitarian emergencies[b]	UNHCR WFP	UNHCR WFP	WHO UNODC	UNFPA UNICEF UNDP
• Integrate food and nutrition within the HIV response	WFP	WFP	WHO	UNICEF UNHCR
• Scale up HIV workplace policies and programmes and mobilize the private sector	ILO	UNESCO ILO	WHO	
• Ensure high-quality education for a more effective HIV response	UNESCO	UNESCO WHO	UNFPA UNICEF	ILO
• Support strategic, prioritized and costed multisectoral national AIDS plans	World Bank	World Bank UNESCO WHO WFP	UNDP UNODC UNFPA ILO	UNHCR UNICEF

[a]Priority area of *Joint action for results – UNAIDS outcome framework, 2009–2011.*
[b]Natural disasters and crisis situations.
 *UN Women are not included in this table, but it will collaborate on gender equality and women's rights in the context of HIV.

- **Nongovernmental Organizations (NGO)**

It was very forward thinking in 1994—particularly for a UN organization—to structure its governing body to include NGOs. Although somewhat radical at the time, our role as defined fell far short of equal member status.

Modus Operandi of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

> 10.   Five nongovernmental organizations (NGOs), three from developing countries and two from the developed countries or countries with economies in transition, shall be invited to participate in meetings of the PCB but without the right to take part in the formal decision-making process and without the right to vote (ECOSOC resolution 1995/2 refers).
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> 11.   The selection of the five nongovernmental organizations would be determined by the NGOs themselves from among those either in consultative status with ECOSOC or in relationship with one of the cosponsoring organizations or on the roster of NGOs dealing with matters pertaining to HIV/AIDS. The PCB shall formally approve the NGOs nominated. The terms of office of the selected NGOs shall not exceed three years.

Over the years, some changes have taken place. Now the five Delegates are from each of five regions of the world: Africa, Asia/Pacific, Europe, Latin America/Caribbean and North America. Now there are, in addition to the 5 Main Delegates, 5 Alternate Delegates—one more each from the same five regions. Though we still only have 5 "seats" on the PCB, we have ten Delegates to do our work.

Though we do not have "the right to take part in the formal decision-making process", it is unclear what is meant by "formal decision-making process". In practice, however, the NGO Delegates have become well-respected, fully-engaged colleagues participating in the business of the PCB.

We still do not have the right to vote.

Our term of office still cannot exceed three years, but, as specified in our *NGO Delegation Terms of Reference*, we have autonomously decided that our term is only two years with a possible extension to a third year (in order to provide overlapping terms of service of the Main and Alternate Delegate from each region, ensure institutional memory for the Delegation and/or ensure the transfer of skills and a smooth transition from Alternate to Main Delegate for each region).

See also *C. Introduction to the NGO Delegation* below.

3.   Committee of Cosponsoring Organizations (CCO)

The Committee of Cosponsoring Organizations (CCO) is a standing committee of the PCB for Cosponsors and the Secretariat which meets regularly, considers matters concerning UNAIDS and provides input from the Cosponsors into the policies and strategies of UNAIDS. It is comprised of the Head of each of the Cosponsors and the UNAIDS Secretariat.

Terms of Reference of the Committee of Cosponsoring Organizations and the UNAIDS Secretariat [see Modus Operandi, Annex 1, revised December 2011]

I. Committee of Cosponsoring Organizations

Functions

(i)   To review work plans and the proposed programme budget for each coming financial period, prepared by the Executive Director and reviewed by such advisory committees as may be established by the Executive Director, in time for presentation each year to the PCB;

(ii)   To review technical and financial proposals to the PCB for the financing of the Joint Programme for the coming financial period;

(iii)   To review technical and audited financial reports submitted by the Executive Director (including reports by advisory committees established by the Executive Director), and to transmit these with comments as appropriate to the PCB;

(iv)   To make recommendations to the PCB in particular on relevant policy issues emerging from each Cosponsors' Governing Board, and to identify key PCB decisions which should be brought to the attention of cosponsor governing bodies;

(v)   To review the activities of each Cosponsoring Organization for appropriate support of, as well as consistency and coordination with, the activities and strategies of the Joint Programme;

(vi)   To report to the PCB, including through the annual oral presentation by the CCO Chair or her/his high level representative on the efforts of the Cosponsoring Organizations to bring the Joint Programme's policy as well as strategic and technical guidance into the policies and strategies of their respective organizations and to reflect them in activities specific to their mandates; and

(vii)   To decide on behalf of the PCB on issues referred to it for this purpose by the PCB.

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4.   UNAIDS Secretariat (Secretariat)

A secretariat is defined as "the officials or office entrusted with administrative duties, maintaining records, and overseeing or performing secretarial duties, esp. for an international organization." The UNAIDS Secretariat, located in Geneva, is defined as comprising (including) the Executive Director—subject to the authority of the PCB— and technical and administrative staff to effectively implement the activities of UNAIDS. See also *S. Working with the Secretariat,* below*.)* Its full Terms of Reference are:

Terms of Reference of the Committee of Cosponsoring Organizations and the UNAIDS Secretariat [see Modus Operandi, Annex 1, revised December 2011]

II.   UNAIDS Secretariat

3.   The Secretariat comprises the Executive Director and such technical and administrative staff as the Programme may require.

4.   The Executive Director shall be appointed by the Secretary-General of the United Nations upon the consensus recommendation of the Cosponsoring Organizations. The Executive Director shall be subject to the authority of the Programme Coordinating Board.

5.   The Executive Director is, ex-officio, Secretary of the PCB, of the CCO, of all subcommittees of the PCB and of conferences organized by UNAIDS. He/she may delegate the functions.

6.   The Executive Director may, by agreement with Member States of the Cosponsoring Organizations, have direct access to their various departments, administrations and organizations, whether governmental or nongovernmental. He/she may also establish direct relations with international organizations whether intergovernmental or nongovernmental.

7.   The Executive Director shall, in the exercise of providing leadership and guidance to the programme:
       (i)   Prepare and submit to the PCB, after review by the CCO, the workplan and budget for each biennium;

       (ii)   Mobilize and manage, in accordance with the financial regulations and rules of WHO (the agency providing administration of UNAIDS), programme financial resources on the basis of the budget approved by the PCB;

       (iii)   Select, supervise, promote and terminate all staff of the Secretariat acting within the staff regulations and rules of WHO which shall be adjusted, as necessary, to take into account the special needs of UNAIDS;

       (iv)   Establish such policy and technical advisory committees as he/she deems necessary in order to advise him/her on any aspect of UNAIDS. The Executive Director shall make available to the PCB and the CCO, as appropriate, the reports of such technical advisory committees. The members of such committees, to be selected by the Executive Director, shall serve in a personal capacity and represent a broad range of disciplines and experience;

       (v)   Delegate to the staff of the programme the authority necessary for the effective implementation of UNAIDS' activities.

8.   In the performance of their duties the Executive Director and the staff shall not seek or receive instructions from any government or from any authority external to the programme.

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5. PCB Officers

The three PCB officers—chairperson, vice-chairperson, and rapporteur—are elected from among the Member States for a term of one calendar year.

The "election" takes place at the beginning of the first PCB meeting of the year. The nomination process that determines who will be proposed for the next vice-chairperson and rapporteur (the previous vice-chairperson is expected to become the chairperson the following year) is discussed by, and is on the agenda for, the PCB Bureau, of which the PCB NGO Delegation is a member. It should be noted that although Member States are consulted in advance of the Board it is up to the PCB to second and support their election.

Modus Operandi of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

Officers

22. The PCB shall elect from among its members and States elected as members as of 1 January of the following calendar year a chair, a vice-chair and a rapporteur. For States elected as a member as of 1 January of the following calendar year a written statement of interest shall be required. The terms of office of the three elected officials will be one calendar year starting on 1 January. It is expected that the vice-chair will be elected to take the office of chair for the subsequent calendar year unless the vice-chair has indicated that he/she does not seek election as chair, or if the vice-chair was unable to complete his/her term of office. Officers will be elected taking into account a fair geographical distribution.

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6. Programme Coordinating Board Bureau (Bureau)

The Programme Coordinating Board Bureau (Bureau) was established at the fifteenth meeting of the PCB (June 2004) in order to facilitate planning and coordination of the PCB's basic meeting functions. Initially approved for a two-year trial period, at the eighteenth PCB meeting (June 2006), the PCB endorsed the continued functioning of the Bureau with no changes to its role, functions or membership.

Terms of Reference of the PCB Bureau [see Modus Operandi, Annex 3, revised December 2011]

Functions

The Programme Coordinating Board (PCB) Bureau is intended to maximize the effectiveness and efficiency of the PCB. Specifically, the PCB Bureau has the responsibility for coordinating the PCB's programme of work for the year, including:

i. Facilitating the smooth and efficient functioning of PCB sessions;
ii. Facilitating transparent decision-making at the PCB;
iii. Preparing the PCB agenda, and recommending the allocation of time to, and the order of, discussion items;
iv. Providing guidance on PCB documentation, as needed; and
v. Carrying out additional functions as directed by the PCB.

The membership of the Bureau consists of: the current PCB Chair, the current PCB Vice-Chair, the current PCB Rapporteur, one Cosponsor representative and one PCB NGO representative.

In June 2006, the PCB requested that the Bureau enhance its transparency by preparing an annual workplan and making it, along with the outcomes of its meetings, available to "PCB Members and Observer States".

The NGO Delegation determines who will serve as its representative to the Bureau each year with another Delegate shadowing this work if needed for learning and purposes of continuity. This involves attending regular meetings, which usually take place about once a month, reporting to the Delegation, and giving feedback to the PCB Bureau on behalf of the Delegation. A strong command of English is essential especially since meetings (for the NGO Delegate) take place via conference calls. Since 2008 (25th PCB), at least two Bureau meetings are to be held per year in person with the PCB providing resources to those members, including an NGO Delegate, that are unable to cover the costs. This has greatly facilitated relationship building, and came as a result of an NGO Delegation recommendation to the board to improve civil society participation.

The NGO seat on the PCB Bureau is an important position. It helps us to stay informed of the developments in the planning processes of the Bureau, have equal access to draft documents and be able to influence the direction and development of the PCB meeting agendas.

C. Introduction to the NGO Delegation

Despite the limitations of our defined role on the PCB, we still have an incredible opportunity to positively impact the outcomes of the PCB. As we know from our personal experience working in the HIV field, our participation in decision-making processes invariably results in better, more effective solutions. As the NGO Delegation to the PCB, we have not only the right but also the responsibility to bring the informed and practical perspectives of CS to the deliberations of the PCB.

1. Mission

The Mission of the Delegation is:

To bring to the PCB the perspectives and expertise of people living with, most affected by, and most at risk of, vulnerable to, marginalized by, and affected by HIV and AIDS, as well as civil society and nongovernmental entities actively involved in HIV and AIDS in order to ensure that their human rights and equitable, gender-sensitive access to comprehensive HIV prevention, treatment, care and support are reinforced by the policies, programmes, strategies and actions of the PCB and UNAIDS.

NOTE: See the *UNAIDS PCB NGO Delegation Vision, Mission, Principles and Code of Conduct* for how the Delegation accomplishes this Mission.

2. Terms of Reference

For our complete terms of reference—including definitions used throughout this Manual, limitations, qualifications, commitments, term of office, and more—please see our *Terms of Reference of UNAIDS PCB NGO Delegation.*

3. Composition of the NGO Delegation

NGOs (the *organizations* and not the *persons* representing the organization) hold five seats on the PCB. These are known as the Main Delegates. There is one PCB NGO seat for each of the following five regions:

- Africa
- Asia and the Pacific
- Europe
- Latin America and the Caribbean
- North America

These seats are occupied by the five Main Delegates. Additionally there are five Alternate Delegates (one from each of the same five regions) that participate fully in the Delegation.

Although officially there are only five seats held by the five Main Delegates, in practice, both "Main Delegate" and "Alternate Delegate" are referred to as "Delegate" unless a distinction is required. Except as otherwise noted, there are no distinctions in practice between the Main and Alternate Delegates in regard to their qualifications, commitments and participation in all aspects of the Delegation and the PCB. For a more detailed explanation, please see the *Terms of Reference of UNAIDS PCB NGO Delegation.*

4.   Communication and Consultation Facility (CF)

As a result of decision 9.1 taken at the 20th Meeting (June 2007) of the UNAIDS Programme Coordinating Board arising from the *Review of NGO and Civil Society Participation in the PCB,* the PCB agreed to "the establishment of an independent communication and consultation facility (CF)" in 2008 "to strengthen the NGO participation and support effectiveness of NGO country-level voices in the Programme Coordinating Board policy dialogue, and requested that the CF be supported by the UNAIDS Secretariat".

It further stated, "The CF is intended to provide the delegation with a base for independent support, both for the PCB meetings and also for ongoing activities throughout the year. A key objective of the facility is to facilitate communication and consultation with wider civil society to ensure that the PCB NGO delegation is appropriately nominated and equipped to represent civil society issues to the PCB."

The PCB NGO Communication and Consultation Facility is funded by the UNAIDS Secretariat and is independently hosted for 2 year contracts by recruited NGOs. The implementation of activities, the performance management and overall responsibility for the achievement of deliverables belong to the Delegation.

The CF provides the Delegation with a base for independent support and contributes to the strengthening of the communication and consultation with wider civil society. The CF has four key tasks to accomplish:

- Fluid communications to and from NGO Delegates with civil society, UNAIDS Co-Sponsors, UNAIDS Secretariat, and UNAIDS Member States;
- Efficient management of the administrative and logistical needs of the PCB NGO Delegation;
- A means of communication and appraisal amongst delegates; and
- Transparent information exchange between all stakeholders.

The CF quickly became more than secretarial support and has been gathering and providing strategic support to the Delegation in its work around research and consultation with wider civil society, its use of social media and its policy support to the group. From 2008-2010, it was hosted at the World AIDS Campaign in Amsterdam, Netherlands. From 2010-2012, the host was ICASO in Toronto, Canada.

Terms of Reference of the Communication and Consultation Facility

1.3.1 Terms of Reference

The CF, under the guidance of the PCB NGO, will serve as an independent administrative secretariat for the PCB NGO delegation and will work in close collaboration with the UNAIDS Secretariat. The organization, which will be recruited in this process, and that will host the CF, provides all relevant administrative, financial and technical resources to make the CF function properly. These include, but are not limited to:

1. Facilitating and coordinating the regular work of the delegates (10), which includes:
   a. Organizing and supporting administrative aspects related to conference calls and meetings, including drafting meeting agendas and writing and disseminating meeting minutes. (Approximately monthly calls)
   b. Managing the logistics of the recruitment process for new PCB NGO delegates, including hosting an application process, managing the call for nominations and arranging interviews;
   c. Providing technical and administrative support for the development of the NGO delegation's reports (1 annual PCB report).
   d. Compiling and synthesizing background documents to inform the delegation's policy analyses;
   e. Archiving reports and other documents, ensuring work is well-documented and easily accessible for future use;
2. Providing technical and administrative support to the delegation in conducting high-level policy analysis on key global HIV policy issues;
3. Managing travel and logistics for subject area community experts and Secretariat focal point (Around 6 travels/year);
4. Managing (competitive selection, issuing and supervision) contracts for technical experts including: researchers, process facilitators, trainers editors and translators (Approximately 4 contracts every year);
5. Provide all services and equipment (including server) necessary to host and update the PCB NGO website; review, edit, proof-read and format content provided by PBC NGOs for posting on website (www.unaidspcbngo.org);
6. Building links with broader international AIDS initiatives, such as the GFATM, UNITAID, GAVI, IHP+ (through the identification of common activities and facilitating joint discussions with the delegation);
7. Assisting in resource mobilization to support PCB observers and to undertake networking activities such as collaborating with NGOs involved in initiatives with other organizations, such as the Global Fund Board and UNITAID
8. Planning and conducting, under the supervision of the PCB NGO delegation, annual orientation meetings for the incoming delegates; and
9. Implementing any other task included in a mutually agreed workplan together with the PCB NGO delegation.

D. Observers

The PCB meetings are public unless the PCB decides otherwise.

Governments not currently a PCB Member, NGOs not currently on the PCB NGO Delegation, other intergovernmental organizations and others (e.g. research organizations, faith-based organizations, unions, academic institutions, foundations, the private sector, etc.) may apply via an online registration system to attend a PCB meeting with observer status. In consultation with the chairperson of the PCB, the Executive Director reviews registrations for the PCB meeting in question and either accepts or rejects an application based on the validity of the applicant's request (ie. if they are from a registered NGO in order to avoid false visa applications). If rejected or if there are concerns about the application, the registrant is contacted for further details; otherwise, the applicant is accepted as they are rarely rejected.

Observers will have access to PCB background documents and may submit memoranda to the Executive Director who shall determine the nature and scope of their circulation. They will make their own arrangements to cover expenses incurred in attending meetings of the PCB.

In PCB meetings, Observers may speak on an issue after the non-observer PCB participants (Member States, Cosponsors, PCB NGOs) have done so.

1. Observer States

As outlined above, when not currently holding a seat on the PCB, UN Member States may participate in PCB meetings as Observers. Generally, the major donor countries and other key implementing countries will actively participate in the PCB meetings and the Drafting Group regardless of whether they are currently holding a seat on the PCB. Except for the speaking order and voting rights (see *E. Introduction to PCB meetings, 2. Procedures, protocol and customs,* below), there are no other practical distinctions between Observer States and Member States at PCB meetings.

2. Observer NGOs

As outlined above, NGOs not part of the NGO Delegation may apply to attend PCB meetings. Since their approval to attend channels through the Secretariat, the Secretariat must notify us of which NGOs will be attending. Facilitated by the CF, we reach out to these NGOs for input on the PCB agenda items and to include them in part of our pre-meeting planning sessions and daily briefings. Since the inception of the CF and its focus on attendance of Observers at PCB meetings as a means of increasing civil society engagement, the number of Observers has increased and, with it, the need for the Delegation to have more formal interactions with the Observers.

Except for the speaking order (see *E. Introduction to PCB meetings, 2. Procedures, protocol and customs,* below), there are no other practical distinctions between Observer NGOs and PCB NGOs at meetings.

See also *G. Preparing for meetings, 4. Working with NGO Observers,* below.

3. Other observers

Other key stakeholders engaged in the issues of the global AIDS pandemic may take part in PCB meetings. They include, but are not limited to:

- **The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund)**

    The Global fund is a key partner with UNAIDS in the response to the global AIDS pandemic and is usually represented at all PCB meetings.

    In 2008, a revised Memorandum of Understanding (MOU) between UNAIDS and the Global Fund was signed.[7] The Principles of Cooperation between them are:

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[7] Additionally, the MOU details the three Core Activity Areas of the Partnership as: Strategic Analysis and Policy Advice; Technical Support; and Monitoring and Evaluation. For a complete description of these Activity Areas, as well as the full MOU, see
http://www.unaids.org/en/media/unaids/contentassets/dataimport/pub/informationnote/2008/20080304_item_5_mou_with_global_fund_final_en.pdf

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Overarching Objectives

UNAIDS and The Global Fund will commit to work together in a partnership based on the following Overarching Objectives:

To move towards Universal Access to prevention, treatment, care and support by 2010
The Global Fund, as a financial mechanism, provides a large portion of the resources required to scale up towards Universal Access. UNAIDS works to empower countries in their efforts to move rapidly towards Universal Access and the Millennium Development Goals.

Empowering inclusive national leadership and ownership
The Global Fund supports country ownership and leadership through a performance-based funding process that responds to country-proposals, based firmly on country need and priority. UNAIDS works to support countries as they develop, implement and monitor evidence-based strategies and to support national efforts to make the funding from all partners work1.

Alignment and Harmonization
UNAIDS and The Global Fund strive to harmonize support to national programs and align financial and monitoring and evaluation processes to increase aid-effectiveness. The importance of harmonization and alignment in increasing aid-effectiveness has been highlighted by the OECD/DAC, and agreed to through the Paris Declaration. The Three Ones Principle2 introduced and championed by UNAIDS, along with the Global Task Team and the Division of Labour, are important examples of the operationalization of harmonization and alignment. By moving towards financing national plans, consolidating grants, and defining shared monitoring indicators with major partners, The Global Fund and UNAIDS will work together to link the principles of performance-based funding, multi-stakeholder participation and national ownership with harmonization and alignment and the Three Ones principle. Further, the partners will work together on gender equity and human rights.

Advocacy
UNAIDS guides and supports global advocacy efforts to ensure high level political support for a comprehensive response to AIDS. It works closely with Civil Society and other stakeholders including the World AIDS Campaign. The Global Fund in fulfilling its mandate to raise significant additional resources to mitigate the impact caused by AIDS coordinates closely with UNAIDS and its partners on advocacy efforts. Both organizations are complementing each other in reaching decision makers and key influencers around the world and achieving maximum synergies in advocacy and resource mobilization.

Partnerships
Partnerships and promoting inclusiveness has been a defining feature of both Partners and their approach to the epidemic. The multi-sectoral approach advanced by UNAIDS and The Global Fund has spanned the public, private and civil society arenas as well as thematic sectors (education, health, workplace). The Global Fund is an innovative financing mechanism. UNAIDS is a technical program that makes the resources of The Global Fund work.

- **Other key observers**
  As key players in the response to the global AIDS pandemic, the United States' bilateral initiative, the President's Emergency Plan for AIDS Relief (PEPFAR), major foundations such as the Bill and Melinda Gates Foundation, government development agencies such as the United Kingdom's Department for International Development (DfID), and others may be represented at PCB meetings.

Whether or not represented at PCB meetings, the dynamic interplay between these key players and the work of the PCB should be considered and factored in to the PCB's deliberations on relevant agenda items and issues.

For more information on these, see:
PEPFAR: www.pepfar.gov
Gates Foundation: www.gatesfoundation.org
DfID: www.dfid.gov.uk

II. PCB MEETINGS

A. Introduction to PCB meetings

The formal business of the PCB is conducted by means of annual or biannual (twice per year) meetings. This section addresses the many features of these meetings.

1. Schedule of meetings

Each year, there is at least one formal meeting in June and a second meeting which has usually taken place in December. Meetings usually have a duration of two days with an additional day for a thematic session.

Additionally, the NGO Delegation holds pre-meetings the two days immediately preceding the formal meetings and a half-day debrief meeting immediately following it.

As decided at the 20th PCB meeting (June 2007), moving forward, all PCB meetings "will consist of a decision making segment and a thematic segment." We also agreed that PCB meetings "should be held twice a year in principle. However, the second meeting in the odd years should be held only when there is a substantive need and with the financial and administrative possibility to do so. In this regard, [it] may decide in an even year to cancel the second meeting during the following, odd, year."

Since 2007, meetings have continued to take place twice a year and, with one exception, have taken place in Geneva.

2. Thematic meetings

As decided at the 20th PCB meeting (June 2007), moving forward, all PCB meetings "will consist of a decision making segment and a thematic segment." In accordance with decisions by the PCB at its 20th & 21st meetings, it is the responsibility of the PCB Bureau to send out a call for thematic proposals to all PCB constituencies (Member States, Cosponsors, NGO Delegation) to recommend future themes for the Board to decide on.

Each thematic has its own working group which, in the months leading up to the meeting, helps to organize participants and its structure; after the thematic is presented, this group will assist in report writing and recommendations for the subsequent PCB meeting. As representatives of civil society, it is important that Delegates promote the inclusion of civil society speakers in panels and discussions.

The NGO Delegation has fought for and succeeded in incorporating the practice of providing recommendations and decision points in the follow-up to the thematic meetings. However, there has been opposition from conservative countries due to the sometimes controversial subject matter the thematic meetings cover. Currently, the practice of recommendations and decision points remain.

- **Format**

The format of the thematic typically incorporates "breakout groups" or "roundtable discussions". The main features and functions of these are:
- **Simultaneity**: There are usually a small number of groups or discussions (3 to 5) that take place at the same time in different rooms. Often one must sign up in advance for the discussion you want to take part in. Due to room capacity, this is based on a "first come, first served" basis;
- **Themes**: The discussions usually are centered on various sub-themes of the agenda item;
- **Format**: Usually there is a pre-agreed Chair. Often there are presentations by one or more 'experts' on the topic followed by "lively discussion" which usually simply consists of interventions raised from the floor. Often a rapporteur is designated to write and give a report of the discussion to the plenary;

- **NGO strategy**: Considering the respective areas of expertise and interest of our Delegates, we should agree in advance who will attend each discussion ensuring that we are adequately represented in each. Overarching and/or discussion-specific talking points should be developed. These may be developed in consultation with and supported by observer NGOs. Then, after raising selected points in the session, we can work with the rapporteur to get them into the report of the session.

3. Procedures, protocol and customs

UNAIDS, like all UN bodies, is very formal in its approach. At PCB meetings, some of these are:

- **Attire**: though not required, participants normally dress formally (men in suits, jackets and neckties, or traditional formal attire from their respective countries; women in dresses, skirts and blouses, business attire or traditional formal attire from their respective countries).
- **Seating**: The officers (chair, vice-chair and rapporteur) along with the Executive Director and other Secretariat staff usually sit at a dais. In the "audience", Member States are grouped together and seated alphabetically, as are the Cosponsors and then the PCB NGOs respectively. Each has a placard stating its country (Member States), organization (Cosponsors) or region (NGOs). Observer States and observer NGOs are seated similarly beyond these.
- **Speaking order:** Previous to the 20th PCB meeting (June 2007), the speaking order on an issue adhered to a UN-based custom whereby the Member States speak first, then the Cosponsors, then the NGOs, then the observer States and finally the observer NGOs. Beginning with the 20th meeting, however, this was abandoned in favor of allowing the PCB NGOs, Cosponsors and Member States to speak in the order they raised their placards to do so. Observers, whether NGOs or states, then take their turn to speak.
- **Language usage**: Generally, it is expected that all participants respect the formal nature of the meeting, listen respectfully to what is being said on the floor by presenters or other participants and use polite and respectful language, speaking diplomatically and respectfully to and about one another.
- **Naming Member States**: It is a longstanding UN custom that, except in praise or a neutral reference, the country of a particular Member or Observer State is not named publicly to blame or criticize them during the meeting. Instead, if something negative is to be said, it is diplomatically couched in more general terms in a way that most everyone understands which country (or countries) is meant without using the specific name. The same diplomatic respect is afforded the NGOs and the Cosponsors.
- **Voting**: As stated earlier, Member States are the only "members" of the PCB and hold the only voting rights. However, up until the time of writing of this document (September 2012), the PCB has never voted on an issue. Like all UN institutions, it strongly prefers to make decisions by consensus. This has a very practical consideration behind it. Consensus decisions carry more weight in the global governmental community and can be freely cited as "the PCB agreed…" A voted decision connotes disagreement and cannot be as easily cited (and governments cannot be as easily held to account for them) without qualifying them. However, in recent meetings, some states dissenting from certain human rights-based language have inserted footnotes disassociating themselves from parts of decision points.

29.	The PCB shall endeavour to adopt its decisions and recommendations by consensus. Should decisions by voting or other procedural advice be necessary, the PCB shall use the Rules of Procedures in Annex 2 of this Modus Operandi.

Voting

Rule 7	The decisions of the PCB shall be made by a majority of the members present and voting.
Rule 8	If the votes are equally divided the proposal shall be regarded as not adopted.
Rule 9	The PCB shall normally vote by show of hands, except that any member may request a roll-call which, if the majority so agree, shall then be taken in the alphabetical order of the names of the members. The name of the member to vote first shall be determined by lot.
Rule 10	The vote of each member participating in any roll-call shall be inserted in the records.
Rule 11	After the Chairperson has announced the beginning of voting, no member shall interrupt the voting except on a point of order in connection with the actual conduct of voting.
Rule 12	Elections shall normally be held by secret ballot. If there is only one candidate the PCB may decide to proceed to elect the candidate without taking a ballot.
Rule 13	The PCB may vote on any matter by secret ballot if it has previously so decided by a majority of the members present and voting, provided that no secret ballot may be taken on budgetary questions. A decision under this rule by the PCB whether or not to vote by secret ballot may only be taken by a show of hands; if the PCB has decided to vote on a particular question by secret ballot, no other mode of voting may be requested or decided upon.
Rule 14	Any of these rules may be suspended by the PCB by a two-thirds majority.
Rule 15	The PCB may amend or supplement these rules.
Rule 16	The PCB may at its discretion apply such rules of procedure of equivalent meetings of the World Health Organization, the Agency providing administrative support to UNAIDS, as it may deem appropriate to particular circumstances for which provision does not exist in these rules.

4.   Languages

Although the working language of the NGO Delegation is English, at formal PCB meetings, simultaneous interpretation is provided in Plenary (the main meeting room) in the following six official UN languages: English, Russian, French, Spanish, Arabic and Chinese. Other languages may be available.

5.   Session Formats

• Plenary

A plenary meeting is one that is "attended by all qualified members; fully constituted". Most of the formal PCB meeting takes place "in plenary" except for breakout groups, roundtable discussions and the Drafting Group. It is the most formal part of the PCB meeting in terms of protocol and customs.

• Drafting Group (Drafting Room)

The Drafting Group, also informally known as the Drafting Room, is where certain proposed decision points for the "Decisions, Recommendations and Conclusions" of the meeting are debated typically when additional work is needed on specific wording or the issues involved are too difficult to carry on in plenary due to time constraints or the need for additional lobbying time, etc For a strategic assessment of how the NGO Delegation can perform successfully in the Drafting Group, see *K. Working in the Drafting Group*. Before the 27th PCB, the format of the Drafting Group was not systematic, but procedures have now been approved (below). It should also be noted that drafting rooms were used more frequently in the earlier years of the PCB; in the past few years, however, most drafting has taken place in plenary.

- The group in the drafting room is a smaller self-selected group and meets during lunch or after the day's agenda;
- Only issues contained in the PCB documents circulated by the Secretariat, or raised in the PCB plenary, and as directed by the PCB Chair are to be discussed in a drafting group;
- The Chair will first invite PCB Members, Cosponsors and PCB NGOs to speak on an issue and then open the floor to observers. Observers are invited to speak only on matters which they consider critical and which have not already been addressed by PCB Members/participants;
- One person per delegation (PCB Member, Cosponsors or PCB NGOs) is to address each agenda item under consideration;
- At its discretion, the Chair may invite any other person to speak in a drafting group;

6.   NGO Report

Annually, the Delegation presents its NGO Report to the PCB in plenary. This is an important opportunity for us to present our unique perspective on developments and issues in the AIDS pandemic. It is informed by soliciting broad input from CS, particularly on the key issues on the agenda for the respective PCB meeting. Though not required, we also usually make a Power Point presentation which is given by one or two Delegates. See *Q. The NGO Report* (below) for strategies and steps to develop this important piece.

7.   Decisions, Recommendations and Conclusions/Meeting Reports

Because it is the formal record of the meeting and contains actionable items, the *Decisions, Recommendations and Conclusions* document is ultimately the most important focus of all of our efforts. Although all of the steps leading up to the formal record (i.e. strategizing, lobbying, consensus building, making interventions) are essential to our success, we must ensure that the results of these efforts, once discussed and agreed to in Plenary, are recorded or captured in two documents: the *Decisions, Recommendations and Conclusions* and the Report back of the meeting. Only *approved decision points are actionable.* Even if we do not achieve our desired decision points, evaluating the record of the meeting is still important. Every strategy we consider must bear this in mind. We want to ensure that our comments are accurately reflected. The report of a PCB meeting, which includes general notes on what is discussed and reported on in plenary, is to be distributed to members and other participants within sixty days of the close of the meeting *[see Modus Operandi, 26]* and any edits should be submitted before it is published for the subsequent meeting.

Although many sections of this Manual relate to this ultimate goal, please also refer the following sections on how we particularly accomplish this:

- H. Crafting successful Interventions
- J. Lobbying
- K. Working in the Drafting Group

B.   Agendas

The agenda of the upcoming meeting drives much of the work in our work plan. This section addresses how agendas are set and how we work with them once they are.

1.   How do Agendas get set?

Standard pieces (report of the Executive Director, budgets, etc.) are part of the agenda as a matter of business-as-usual. Otherwise, future agendas are largely set during the formal meetings. They are also set by sometimes-mysterious methods.

a) Decisions from previous meetings

When an agenda item is discussed during a PCB meeting, often a decision, a recommendation or a request is made for some follow-up action to take place at a future specified meeting. Without much consideration for the overall focus of such a future meeting, this process, by default, automatically begins to define the agenda for that meeting.

Therefore, it is important that our interventions include specific requests for future time-specific follow-up so that we, too, help to shape those future agendas. This way, a simple report on an issue or a thematic discussion may be transformed into a future action point.

It is also important that we track and review decisions taken at previous meetings— particularly ones we initiated or in which we have a strong interest—to ensure that they are being followed up on as the PCB had requested.

b) Via the PCB Bureau

One function of the PCB Bureau is "preparing the PCB agenda, and recommending the allocation of time and the order of discussion items". Our participation on the Bureau affords us an opportunity to follow the discussions of and influence the decisions the Bureau takes in the shaping of the agenda.

c) Via other means

Thematic components of meetings, emerging issues and other issues that are put on the agenda, seem to be determined by other less transparent mechanisms. Perhaps these are not intentionally secretive. They may be more a matter of getting the work of meeting planning accomplished by the Secretariat or the Bureau. However, there may be other forces at play that are unknown to us. If it is not clear why or how an agenda item is on the agenda, we certainly have the right and responsibility to question how it has been determined.

2.   Assessing and strategizing about the Agenda

As the agenda for an upcoming meeting is being developed and after it is finalized, we must assess each agenda item. We must determine the relevance (to the AIDS pandemic, to civil society and to the NGO Delegation) of the issues involved, whether we should solicit broader input from civil society, and how we should begin to strategize about it.

See also *G. Preparing for meetings*, below.

C.   Preparing for meetings

In the one to three months before a PCB meeting, much of our work is focused on preparing for the meeting. Following a decision at the 23rd PCB in December 2008, all board documents are to be prepared 8 weeks prior to the meeting to allow for translation and circulation for consultation. This board decision came from an NGO Delegation push for greater transparency and engagement with civil society. In actuality, board papers usually are completed in the last month before the meeting. All documents are translated into French by the Secretariat. The Delegation may choose to translate key documents into other languages for circulation and consultation, such as the annual NGO report.

1. Responsibility for agenda items

Once we have preliminarily assessed the relative relevance of the agenda items for the upcoming meeting and before the documents are released, Delegates volunteer, unless they are already associated with the work on an agenda item, to be focal points for and support each of the relevant agenda items. This helps distribute the workload of the detailed analysis necessary to prepare our strategy.

2. Outreach to constituencies

We share all documents related to the upcoming agenda with broader civil society. Delegates leading on a particular agenda item reach out to key civil society experts in the technical area and request consultation and feedback on the specific topic. While the agendas and board documents are made available via the Delegation website, listserv and via individual delegates, experience has shown that targeting subject experts in civil society results in more input prior to the meeting.

3. Global conference call

During the lead-up to the meeting, we host a global conference call with NGO observers and other interested civil society members to discuss the issues relevant to the agenda and emerging issues. There is an emerging practice of hosting more than once call by region in order to accommodate time differences and gather more feedback from broader civil society.

4. Working with NGO Observers

In the lead-up to PCB meetings, the Secretariat will be able to advise us as to the NGO Observers who have applied for observer status to attend. Then, facilitated by the CF, these observers should be kept informed of our strategies and deliberations. Observers should also be invited—as early as possible so that they may plan their travel accordingly—to join us for part of our pre-planning meetings (usually for two hours the afternoon before the formal meeting begins).

D. Crafting successful Interventions

When we speak in plenary, it is called making an intervention. To *intervene* is defined as *"To involve oneself in a situation so as to alter or hinder an action or development."*[8] Therefore, it follows that an intervention should redirect, alter or change the course of where things would go if the intervention hadn't been made. Moreover, it would follow that if what we have to say does *not* intend to change the course of things, it probably does *not* need to be said.

Only interventions made in plenary may be considered for inclusion in the formal meeting report and *Decisions, Recommendations and Conclusions*. If a proposed decision point is not said in plenary during an intervention, it cannot be later introduced. It is therefore essential that we make strategic interventions that will positively affect these decisions and recommendations.

1. What are we trying to accomplish? What's the "ask"?

If each intervention should have a *reason* to be made, it should also have a specific outcome that we are trying to accomplish. It should ultimately *ask* the PCB to do something: agree to something, follow up on something, decide on something, etc. Therefore, we should always know what we are asking for or what the "ask" is.

2. Speaking truth to power

As NGOs on the PCB, we are literally "non-governmental" or *not* governments. We are therefore implicitly not beholden to quite the same level of international diplomacy that governments are accustomed to. Over the course of development of international diplomacy, governments have learned to speak in extremely polite terms, often indirect, and sometimes, one could say, not quite the whole truth. Cosponsors and the Secretariat are also somewhat more beholden to these conventions than we are.

Though it is not clearly spelled out anywhere, there is an understanding—perhaps even an expectation—implicit in UNAIDS' fourth objective to "collaborate" with NGOs, that we will bring a

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[8] The American Heritage® Dictionary of the English Language, Fourth Edition. Houghton Mifflin Company, 2004.

unique, necessary and realistic or truthful perspective to the deliberations. This is called, "speaking truth to power": we (NGOs) are freer to speak the truth to those in "power" (the governments).

This is a powerful tool we possess and can be an advantageous strategy to employ with our interventions in the pursuit of our goals. Speaking the truth can help shift the dialogue to a more realistic, pragmatic and urgent response. We find that Cosponsors and friendly governments may lobby us to raise truthful but sensitive issues because Member States may have a warmer reception to *our* saying it rather than the Cosponsor or another Member State saying it.

3.   Bringing passion

Similar to "speaking truth", we NGOs also can and often do bring more passion in our interventions. Passion cannot be faked. We are passionate about something because we feel strongly about it—usually because we have been directly affected by what we are speaking about. Because our daily lives often deal directly with the realities of HIV and AIDS—living with HIV, caring for people living with HIV, experiencing the death of friends or family—we sometimes cannot be anything but passionate.

Not every one of our interventions needs to be passionate however, but if you *are* passionate about the subject of your intervention, you should feel free to *be* passionate. Unlike truth, however, because passion cannot be faked, it is not possible to require that we be passionate. But like truth, passion may also help shift the focus and tone of the discussions, ultimately resulting in different and/or improved outcomes.

4.   Tone: diplomacy to outrage

Diplomacy is defined as *the conduct by government officials of negotiations and other relations between nations.* Again, as we are *not* government, we are not required to be *diplomatic* all the time, though we may strategically choose to take a diplomatic tone some or most of the time.

In our interventions, we can be freer, using a range of tones from measured diplomacy all the way to the other end of the spectrum to extreme outrage. Bearing in mind the protocols and customs of the PCB as well as potential fallout from breaking them, we can be freer to be creative in the tone and even tactics of our interventions. We must also be strategic in the use of different approaches.

5.   Be specific

When making interventions, we may be tempted to say something *general* on the issue. Of course, we are allowed to do so. But successful interventions are usually quite *specific*. They clearly make the case for what we are asking for.

As elaborated in *K. Working in the Drafting Group* (below), being specific is an essential step towards ensuring that our interventions become part of the record of the meeting, the *Decisions, Recommendations and Conclusions.*

6.   Use plain language

If you've spent a lot of time working in inter-governmental settings such as the UN, or even during the course of your tenure on the Delegation, you will notice that there is a strange sort of *foreign* language being spoken. It's your language, but its usage is so specialized it could almost be called "UN-ese". It is a natural human tendency to imitate the prevalent behavior in an effort to conform and be accepted.

It is important that we quickly learn to understand this new language so that we may follow the proceedings clearly. Sometimes it may even be strategic to employ it. But, since we are *not* governments and bring a realistic and "outside" voice to the meetings, we can be more effective if we use "plain" language. Some examples:

- If your intervention has to do with men who have sex with men, say "men who have sex with men" not "MSM". And if it has to do specifically with homosexual men, say "homosexual men" or "gay men" not "MSM".

- Instead of "capacity building" or "skills building" say "organizations need help learning how to ____ so that they can take care of ____".

- Instead of "resource mobilization" say "the money is stuck in the government coffers and needs to be spent on…."

Our messages will be more clearly delivered if we use short, straightforward sentences whenever possible.

7. State support for others' interventions

If a Member State makes an intervention that is in whole or part in alignment with our perspective, quickly make a note of it. Then when you make your intervention, you can begin it by quickly adding a statement of support, for example, that "we support our colleague from Italy on voluntary testing as well as the good points raised by our colleague from Rwanda" before continuing with your planned intervention. This should not be done insincerely as a ploy to curry favor, but as a genuine gesture and a smart strategic move.

Doing so can accomplish a few things. It shows that we are paying attention to what is being said (see *I. Listening*, below) and specifically shows the speaker that we were listening to *them*. It also indicates that we are willing to work together and be a team player in the PCB. Member States who speak after your intervention are more likely to state support for what you have said in your intervention. When interventions are supported by others in plenary, it helps ensure that it becomes part of the report and Decisions.

E. Listening

There is a lot going on during a PCB meeting. We are busy thinking and getting nervous about the intervention we're about to give, discreetly conferring with each other, possibly planning for upcoming agenda items, etc. Through all this, it's important to continue to listen and pay attention to what is being said. As we know from good consensus decision-making practices, truly listening to one another is an essential ingredient.

This can be challenging to do—especially during very long interventions. But even the longest intervention may have some "gold" in it. In addition, it will less painful to endure by careful listening rather than zoning out and possibly even falling asleep. By sitting upright in our chairs, taking deep slow breaths, focusing our gazes at the speaker, and paying attention to what she or he is saying, we will stay more engaged and alert.

It is also important that we listen to who said what about which issue, particularly any statements in support of our point of view on an issue. Delegates may also be assigned the role of "rapporteur" to take notes on each of the key topics being discussed. These notes can be helpful evidence to support us in the Drafting Group/Drafting Room as only interventions made in plenary may be considered.

Dialogue experts state that true dialogue doesn't happen in the separate things people say, but rather in some other barely perceptible "new thing" that is created in the room "among us" by the combination and intermingling of what's been said. Careful listening to each speaker—and among and above all the speakers—is essential to begin to pick up on and possibly comment on this "new thing" being created.

F. Lobbying

1. What exactly is lobbying?

The verb, "lobby" means *to try to influence the thinking of legislators or other public officials for or against a specific cause.* More simply, we can think of it as merely "conversing" with Member States and others to share our point of view—and learn their point of view—with a request for their support. It's important to remember that, although you are representing the point of view of the Delegation and they are representing the point of view of their government or organization, you are both also simply two human beings having a conversation which can change hearts and minds.

2. Why and how do we lobby?

Mainly we lobby to gain support for our objectives. We strategically approach individuals and have a *brief* conversation with them. We state the agenda item or issue we're addressing and share the Delegation's point of view on it. We ask them how they feel. We ask them if they will support the Delegation in plenary (or in the Drafting Group/Drafting Room) on this issue or even to ask *them* to take the lead on the issue and in which case we will support *their* intervention in our subsequent intervention. There is a greater chance that our interventions will be noted in the official record for the meeting and make their way into a formal decision from the meeting if a number of Member States support them.

Lobbying usually takes place in the "lobby" or antechamber of the plenary meeting room or other places outside of the main room. It can also take place "in the aisles" at the beginning of breaks

before leaving the room, at the end of breaks when the participants are re-assembling just before the meeting is called back to order, or during coffee/tea breaks and lunch breaks.

Lobbying can also take place in pre-arranged formal meetings, for example, during our pre-planning meetings with Member States and Cosponsors and is also encouraged in the time leading up to the meeting, particularly on more controversial issues that the Delegation would like and needs feedback and support on

Also, at critical junctures *during* the plenary meeting, discreet and very brief lobbying can take place if it is strategically and absolutely necessary. Usually this is only done with someone you have previously lobbied and who already supports our point of view. It is also usually only done because of some unexpected development during the discussion of an issue that requires a rapid change of strategy.

In these rare cases, you discreetly leave your seat and approach the person you need to address. It is best if the question or request is clearly written down on a piece of paper and discreetly handed to the person. This is so that they can discreetly turn their attention to what you have written without being distracted from the proceedings. In response, they may nod in agreement or write an answer on your note. (They may also wave their hand, shake their head or use some other body language to convey that they do not want to deal with it.) If you must resort to verbal discussion, do so by whispering.

After this brief exchange, quickly and discreetly return to your seat and share the outcome with the delegation via body language or passing a note.

3.   Whom do we lobby?

Mostly we lobby Member States "friendly" to a specific issue because they would be most likely to support us on that issue. But sometimes it may be strategic to lobby a Member State who is "unfriendly" to a specific issue. With sound reasoning, we may actually be able to change their mind. At a minimum, we will have uncovered at least part of what their thoughts are and why they won't support our point of view, which could help inform our strategy.

Though not strictly required, it is often strategic for an NGO Delegate from the same country or region to lobby a Member State from that country or region. The Member State may be more receptive to conversing and agreeing because of this.

We may also lobby Cosponsors to support our point of view and to gain insight into the issues as they see them and are dealing with them.

We may also lobby the Secretariat although, since they are generally expected to remain in a neutral supporting role, generally this would be in order to confer regarding background information or procedural advice to inform our strategy.

4.   The landscape of Member States

Many Member States have strong positions on certain issues. Some are supportive of perspectives we hold on certain issues. Internally, we may refer to these as "friendly" countries. Some disagree with or are "unfriendly" about our perspectives on certain issues or may aggressively block the use of certain words or phrases based on their country's position. Some may be "friendly" on one issue and "unfriendly" on another.

In preparation for a board meeting, we should assess the landscape of current Member States and their "friendliness" on the issues relevant to the meeting's agenda so that we can develop a strategic approach to achieving success: Who will support us? Where are our toughest battles?

• **Follow the money**

It is also helpful to stay aware of the fact that money can often play an important and dynamic role in the positions Member States take on an issue. This is usually not talked about but generally "understood". To many, money equals power or political clout and therefore having more money equals more power and having less money equals less power.

It is important that we are aware of all of these money dynamics. But it is also important that we stay focused on the *issues* at hand and work for the best outcomes. We should also strive to treat all Member States with equal respect regardless of their financial standing.

G.   Working on Decisions, Recommendations and Conclusions

Regardless of what may take place in the formal PCB meeting, if it doesn't get recorded in the *Decisions, Recommendations and Conclusions*, it's as if it never happened. Therefore, it is essential that we lobby, propose and fight for strong outcomes in this record to ensure that it properly reflects what we (and others) were able to accomplish in the formal meeting.

1.   The "guiding principles" and "Chapeaux"

- **Guiding principles:**

Since the 19th PCB meeting (December 2006), the Decisions begin with "guiding principles" that apply to the entire document. They were intended to make the document more concise as well as to alleviate the need for various stakeholders to argue for language that includes them in every relevant agenda item (including *our* need to argue for the inclusion of "civil society" and "people living with HIV"). The language for these principles is not renegotiated. At the 24th meeting in June 2009, the Delegation successfully lobbied for the inclusion of the sixth principle: non-discrimination. The guiding principles are:

Decisions, Recommendations and Conclusions: guiding principles[9]

Recalling that all aspects of UNAIDS work are directed by the following guiding principles:

- Aligned to national stakeholders' priorities;
- Based on the meaningful and measurable involvement of civil society, especially people living with HIV and populations most at risk of HIV infection;
- Based on human rights and gender equality;
- Based on the best available scientific evidence and technical knowledge; and
- Promoting comprehensive responses to AIDS that integrate prevention, treatment, care and support; and
- Based on the principle of non-discrimination.

- **"Chapeaux"**

Chapeau is French for "hat" (plural *chapeaux)*. It is a term used in UN parlance to refer to the opening statement—which is usually only the *beginning* of a sentence—of each agenda item to frame and streamline the subsequent points. In the example below, 7. is the *chapeau* and 7.1 and 7.2 are the subsequent points which each complete the sentence begun in the *chapeau*:

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[9] At the 24th PCB in 2009, the NGO Delegation in its NGO Report successfully proposed the addition of the sixth guiding principle "Based on the principal of non-discrimination".

Agenda Item 2: Outcomes of the High Level Meeting 2006 – moving the global response forward

chapeau {

7.   Taking note of UNAIDS efforts to promote the goal of universal access to comprehensive AIDS programmes and to support countries' efforts to achieve this goal, including the support provided to the 31 May –1 June 2006 UN General Assembly Comprehensive Review and the 2 June 2006 High Level Meeting on AIDS, and the country-driven processes to identify common obstacles to scaling up, the Programme Coordinating Board:

7.1. Welcomes the reported progress on UNAIDS' efforts to intensify HIV prevention, and encourages UNAIDS to continue efforts for a renewed emphasis on HIV prevention in national AIDS responses, in line with the UNAIDS policy position paper: *Intensifying HIV prevention*; and

7.2. Requests UNAIDS to strengthen its assistance to national AIDS programmes' coordination of the national response, as elaborated in the "Three Ones" principles, including the development of a scorecard-style accountability tool and support to national assessments of partner alignment, in line with recommendations of the Global Task Team.

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2.   Write decision point language when you write the intervention

Though proposals for new language may be made orally in the Drafting Group, when crafting an intervention for the plenary or talking points for a breakout group or roundtable, it is wise to also craft the proposed language which succinctly captures the outcomes we hope to achieve by the intervention or talking points. This language must be submitted to the Secretariat in writing and will already be on the screen as part of the draft recommendations to be debated for the respective agenda item.

3.   Negotiating and political 'capital'

As in the plenary, it's important that what we are proposing is supported by others in the or it may not survive and make it to the record. This may be accomplished by the natural affinities of "friendly" Member States as well as selective lobbying.

It would be ideal if we could win the addition of every last word we, but this is a political and diplomatic landscape that requires some skillful navigation.

Therefore, we should remain mindful of which battles are worth fighting, especially if they are met with strong resistance. If we argue equally strongly on *everything*, we run the risk of becoming tiresome to others, which could increase resistance to our proposals. Then when we later make really important proposal, we may find that we have used up too much of our political 'capital' and our proposal may be fiercely fought against and we will fail to get it in the record.

Sometimes it is wise—even strategic—to withdraw a less important proposal that meets resistance. This could also result in increased 'capital' to be used later when we may really need it.

4.   Why are decisions, recommendations and conclusions the most important part of PCB Meetings?

Of course, all of the work we do is important to successfully achieving our mission. However, if we didn't participate in creating decisions, it wouldn't matter how much or how well we studied, planned, sought input, strategized, lobbied or intervened. This is because there would be almost no chance that anything we did would get recorded in the *Decisions, Recommendations and Conclusions*. Aside from formal policy documents, this document is the *only actionable* record of the PCB meeting. It contains future steps and commitments, can be cited in the future and can be followed up on with authority. Therefore we should always ask ourselves what we hope to achieve by our actions and then work dilligently to ensure that these outcomes are recorded.

5. What happens in the Drafting Group/Drafting Room?

For the main features and functions of the Drafting Group, see *E.4.* (above). The focus of this section is more on our *strategic* approach to working towards final decisions, conclusions and recommendations. The Drafting Group is where proposed decisions of the meeting are crafted, if need be, by board members.

- **Location**: Takes place in a separate room from the plenary session;
- **Time**: Meets on coffee/tea breaks, lunch breaks, and after each day's meeting ends (except the last day). Coffee/tea and lunch are provided and taken during the Drafting Group sessions;
- **Size and composition**: This is a much smaller group than the plenary comprised of a self-selected group of Member States, Cosponsors, NGOs, and observers (both observer States and observer NGOs);
- **Language**: All interactions take place in English and French simultaneous interpretation is available;
- **Protocol**: Though slightly less formal than the plenary session, participants are seated with placards (the NGO Delegation placard reads simply "NGO") and are called upon to speak by the Chair;
- **Chairing**: A representative of the current Chair of the PCB chairs and facilitates the group ensuring that the record is fairly agreed to in a timely manner;
- **Support**: The Secretariat provides unbiased support to research and clarify any issues raised;
- **Mechanism**: Starting with the draft recommendation(s), a representative of the Secretariat records and edits the record on a projection screen. Only points discussed and agreed in the plenary are taken in the drafting group. Here we need to scrutinize each point and propose strategic changes. Changes to the record are proposed—orally or in writing—by board members. These draft recommendations and proposed additions are then variously supported, objected to, amended, edited and debated until there is either agreement on the final language or the proposal is withdrawn if there is not enough support to include it;
- **Approval**: Once the proposed record for an agenda item is agreed upon in the Drafting Group, it is read aloud in plenary to the PCB by the Rapporteur. If there are no objections it is accepted and no further changes may be made. Though rare, objections are sometimes raised at this point and there may be debate to resolve them. If the issues are too great to resolve in debate in plenary, they may be sent back to the Drafting Group for further resolution.

In advance of the PCB meeting, we must agree who will cover which *agenda* items in the Drafting Group. It is best to have two or more Delegates present at all times: one as the designated NGO speaker and the others to consult with. When possible, delegates should be selected based on their expertise or involvement with the respective agenda items. At least one Delegate should have a strong command of English as some of the debates over the final wording that may take place may involve important language subtleties. Participation in the drafting room has not been, to date, limited in numbers. However, it has been practice not to have more than two lead Delegates and two observing so as not to be disruptive during the discussions in the room. Suggestions move quickly and Delegates have to think and confer quickly and quietly.

H. Working with the Cosponsors

The agenda for the upcoming meeting should be assessed to see if any particular Cosponsor or Cosponsors would be helpful with any particular agenda item in order to gain a greater understanding of the relevant issues and political landscape and to develop and inform our strategy. If so, we can request (through the Secretariat) a meeting with them during our pre-meetings. Recent Delegations have recognized the need to be more strategic in working with Cosponsors. This means more contact between meetings as well as a now regularly established face-to-face meeting the day prior to the PCB. Because Cosponsors have different ways of working with civil society, it is sometimes challenging to work across all of the Cosponsors.

I. Pre-meetings and debriefings

Pre-meetings: Before each formal PCB meeting, we are financially supported to arrive early for two days of pre-meetings to plan our strategies and assignments. Talking points should have been drafted prior to the in-person meeting, so these pre-meetings serve to finalize the key points and strategies the Delegation is taking forward. Key items to address at these pre-meetings may include:

- What are we trying to accomplish and what are our strategies to accomplish them regarding each of the relevant agenda items of the formal meeting?
- What are key asks and what are our 'non-negotiables' in the meeting?
- Who will cover which agenda items in the Drafting Group?
- Finalization of the NGO Report presentation.
- When and where will we convene before, during and after each day's meeting for further strategizing? When will we meet with Observers? Who will chair each day?
- Finalize talking points and agree who will speak to them.

Additionally, based on earlier strategy planning, we usually have other meetings scheduled during our pre-meeting days. These may be with the Secretariat, the Executive Director, Cosponsors, the Chair and Vice- Chair, Member States and civil society Observers. Time on the pre-meeting agenda needs to be set aside to accommodate both final strategic planning for these meetings and for the meetings themselves. These meetings need to be requested and scheduled as far in advance of our pre-meeting as possible.

Debriefings: After each PCB meeting, we are financially supported to stay an additional day in order to hold a half-day debriefing meeting. Key items to address at this debriefing may include:

- What did we successfully accomplish? What contributed to this success?
- What were we unsuccessful in accomplishing? What were the barriers to accomplishing them?
- How do we need to change our practices or procedures to improve our outcomes?
- What are our next steps and follow-up, if any, relative to the agenda items of the PCB meeting? In particular, PCB decisions with specific follow-up actions at future meetings should be added to a decision tracking log.
- What should be included in our follow up communication to wider civil society and who will support in drafting?
- What are our next steps regarding our overall work plan? What working groups are needed for the next six months to a year and how is interested in working on which topics?

J. Tracking follow-up on decisions

As noted above in *F.1. How do Agendas get set?,* it is important that we track PCB decisions that involve specific follow-up at future meetings. This is to ensure that they are indeed being followed up on as requested.

III. BEFORE AND AFTER PCB MEETINGS

A. Working together

Although we represent our respective regions, we come together as a single NGO Delegation. We also work together on a consensus basis without any appointed leadership. Therefore, it is not only required that we each fulfill our commitments as stated in our Terms of Reference, but it is essential that we each do our own part towards the realization of our Mission. This requires that we each participate fully in all of the various mechanisms and functions of the Delegation and that we make clear and conscientious decisions as a group as to who will take the lead and the ultimate responsibility for each of these.

1. Vision, Mission, Principles and Code of Conduct

We all agree that we will be guided by our *UNAIDS PCB NGO Delegation Vision, Mission, Principles and Code of Conduct* in all of our work together. See *Annex*.

2.   Terms of Reference

We all agree to fulfill our commitments as spelled out in the UNAIDS *UNAIDS PCB NGO Delegation Terms of Reference*. See *Annex.*

3.   Orientations

Previously, annual Orientation sessions were only held if the Delegation was comprised of more than 50% of incoming Delegates. Following the *Review of NGO and Civil Society participation in the PCB* (June 2007), it was decided that Orientations should be held every year regardless of the number of incoming Delegates. This activity is part of the core activities of and is hosted by the CF From 2008-2012, annual orientation for incoming delegates was held at the December PCB, allowing a day of full orientation and the invaluable opportunity to see the board meeting itself before being an active participant. This was incredibly helpful for the capacity of the Delegation. Unfortunately, due to budget constraints, this is now in question. The Delegation was able to fundraise to continue this best practice way of working in December 2011, but future funding for orientation is not clear.

The CF has therefore developed a virtual orientation. This is a set of modules which are combined electronically and have been delivered using a series of Skype calls to support incoming delegates.

- **Purposes of the Orientation:**
  - To educate incoming Delegates and to deepen the understanding of existing Delegates.
  - To learn together and share our knowledge about the structures, purposes and mechanisms of the PCB.
  - To learn about the structure, mandate and key issues of UNAIDS.
  - To learn together and share our knowledge about PCB meetings and how they are conducted.
  - To learn together and share our knowledge about the purposes, tasks, mechanisms and procedures of the NGO Delegation including how we work together with the CF.
  - To learn how to work together as a consensus-based and leaderless group.
  - To outline our annual calendar and work plan.
  - To form Working Groups to accomplish the work plan.

- **Features of the Orientation:**
  - Depending on funding and availability of Delegates, an incoming Delegate orientation (1 day) may take place before the December meeting or connected to the meeting of approval for the incoming Delegate. Orientation sessions will often happen just prior to a PCB meeting as this provides the opportunity for the Incoming Delegates to have a hands-on experience on the meeting.
  - Usually takes place in Geneva, Switzerland, in the UNAIDS building or other off-site facility.
  - Includes a session with representatives from the Secretariat.
  - CF facilitates with participation from exiting Delegates.
  - Note that for a couple of years, all Delegates attended a two-day orientation/strategy session offsite to foster team building. However, diminished funds has caused these meetings to be held at the UNAIDS building.
  - Due to this situation and to assist in situations when there is interim turnover, a virtual orientation package and process has been developed for incoming Delegates as an alternative.

4.   Conference calls

Being from and living in countries from around the globe with only a few opportunities each year to meet in person, conference calls (calls) are an essential mechanism by which we plan together and carry forth the work plan for throughout the year.

- Calls usually take place once a month, usually mid-afternoon Geneva time (in order to cover all time zones) and are usually 1-2 hours in duration.

- All Delegates are expected to have access to and be able to use Skype (as this drastically reduces budget costs). Where necessary, a teleconference system is used. The telephone/Skype connections are made by the CF.
- All Delegates are expected to attend and fully participate in all calls. If they are unable to attend, they should send input through their other regional delegate or by email prior to the meeting,
- The agenda for the call is put forth by the CF on a call-by-call basis and circulated among the Delegation for agreement and changes. Ahead of the call, a Delegate or the CF is designated the chair.
- The CF takes notes of the call and circulates the meeting minutes to the Delegation in a timely manner.
- Delegates are expected to accomplish their respective next steps as agreed to on the calls.

5. Email

Again, due to our global nature, e-mail is an essential means of communicating with each other on a regular basis.

- Delegates are required to have easy and regular access to e-mail and to participate in the e-mails of the Delegation daily.
- E-mail is used to circulate documents, report progress from Working Groups, Steering Committees, the Bureau and other groups for which we may represent the Delegation.
- E-mail is also used to gather feedback on an issue, policy, document or other relevant matters. Generally a deadline for feedback must be stated, however, if no deadline is stated, it is assumed that all Delegates will respond within a reasonable timeframe of 4 business days.
- E-mail is facilitated by way of a listserv or mail group as agreed to by the Delegation and the CF. The current mechanism is: http://groups.google.com/group/pcbngo
- For privacy, only current Delegates are subscribed to the NGO listserv. Unless otherwise specified, NGO e-mails are CONFIDENTIAL.
- The Partnerships Advisor or others from the Secretariat send e-mail to the Delegation via their own internal mechanism. Responses to these should be made to the sender from the Secretariat with the NGO listserv copied (cc'd) since replies to these Secretariat-initiated e-mails do not always reach the other Delegates.
- The CF needs to be kept in copy on all official communications with UNAIDS, Member States, working groups, etc. so as to have a record and ensure follow up.

6. Working Groups

To accomplish our work plan efficiently, various *ad hoc* (as needed) Working Groups (WGs) and Steering Committees (SCs) are formed.

Working Groups (WGs):

- The Delegation has been using WGs to address areas of work and divide the workload. It has proved more efficient to delegate work to a small WG and come back to the Delegation as a whole.
- WGs usually consist of at least 3 and no more than 5 Delegates.
- Delegates volunteer to join at least two WGs and, in so doing, commit to working with the other WG members to accomplish the agreed tasks of the WG.
- Though we may be more eager or willing to work on certain WGs based on our interests or skills, all Delegates should participate in their fair share of WGs so that there is a relatively even and fair distribution of the workload of the Delegation.
- One of the WG members volunteers to be the focal point on the WG meaning that he or she will initiate the steps required to accomplish the tasks and report back to the Delegation on the WG's progress. Other members of the WG may report interim progress.
- The outcomes, findings and recommendations of the WG are subject to the final approval of the Delegation.

- Some typical WGs needed every year are: Orientation, Accountability and Recruitment WG, NGO Report WG, WG to oversee the CF. Other WGs are formed as a need is identified.
- The UNAIDS Secretariat also creates WGs in order to work on agenda item (ex. for outreach, background document, ToR, etc) and thematics. These WGs also include representatives from Cosponsors and Member States. The Delegation creates its own WGs - which work as those outlined above - to parallel these and holds their own meetings in between the calls hosted by the Secretariat.
- These UNAIDS-initiated WGs may sometimes also include civil society representatives. If one does not and the Delegation wants to extend civil society input, representatives can be invited to join the Delegation's own WG related to the external WG.
- From time to time, we PCB Delegates are asked to identify a representative to participate on a UNAIDS-initiated working group or expert committee. In some cases, PCB Delegates will be qualified and available to take on this work. In other cases, the Delegation will look outside to find qualified people. In either event, the person chosen to attend such meetings will be in dialogue with the Delegation before and after their meetings to ensure that they take into consideration the point of view of the NGO community and report back so that policy and advocacy issues will be incorporated into the Delegation's work plan.

7. Other meetings

Throughout the course of the year, there may be other meetings that the entire Delegation or one or more Delegates may be invited to attend as representatives of the Delegation.

If the entire Delegation or more than one Delegate is invited to a meeting, it is expected that all Delegates in attendance will stay in regular communication with the other Delegate(s) and will work together and arrange to meet and strategize about the outcomes of the meeting.

If less than the full Delegation is invited, the Delegate(s) planning to attend will inform the Delegation of the nature, issues and developments in advance of the meeting; strategize with and solicit input from the Delegation; and report progress and outcomes of the meeting to the Delegation.

If a PCB NGO Delegate is asked to attend a meeting to represent the Delegation, he/she will not accept the invitation until the Delegation has reviewed the agenda and together agreed who will best be able to represent the Delegation.

If only limited space is offered at a meeting but more Delegates would like to attend, those wishing to do so must provide a rationale to the Delegation as to why he/she would be the best person available and then the rest of the Delegation decides by consensus who will attend.

If other NGOs attend meetings organized by the Secretariat, we will collaborate with the Secretariat to ensure that the NGO attending the meeting knows our issues, can represent them and will report to the Delegation.

B. Recruiting new Delegates

Each year, we need to recruit new Delegates for the NGO Delegation. This is an important task because our continuing effectiveness is reliant upon finding qualified and hard-working Delegates to carry our work forward. For more on this process, see also the *PCB NGO Delegation Terms of Reference.*

The CF manages this annual process. The keys steps are:

1. Call for Nominations

The Delegation assesses which regions need new Delegates to start in the following calendar year. A call for nominations for these regions is crafted and broadly circulated to CS along with the *PCB NGO Delegation Terms of Reference* and the *PCB NGO Delegation Vision, Mission, Principles and Code of Conduct.* Responses are collected and circulated to the Delegation.

2. Rating the candidates

Nominated candidates are listed in a survey. Existing Delegates' votes are weighted (double) for candidates from their respective regions. A short list of two to three candidates from each region is identified based on the top ratings.

3. Telephone interviews

An Interview panel is established consisting of the CF, a Delegate from the region being recruited for, one other Delegate and an external CS representative who are willing—for the sake of consistency—to participate in all of the telephone interviews with the short-listed candidates in a respective region. The interview schedule is coordinated with the panel and the candidates.

4. Formal approval

Once the final nominees have been selected and have agreed to serve, the "PCB shall formally approve the NGOs nominated" (as stated in the Modus Operandi of the PCB). This is *pro forma* and there is no likelihood that a nominated NGO will be rejected. However, it is important to ensure that this important step is included in the agenda of one of the PCB meetings in the calendar year before the beginning of the Term of Service (1-January) of the incoming Delegate or they will not be able to begin their term until the next meeting.

We usually do this at the December PCB meeting.

5. Schedule

Although this schedule may need to be adjusted based on the PCB meeting calendar, generally the timeline is:

May/June:
- Identify the Delegation's replacement needs
- Circulate call for nominations

August/September:
- Evaluate nominees and determine short list

September/October:
- Conduct interviews
- Make final selection

December:
- Submit names for PCB approval at annual meeting
- Incoming Delegates attend a PCB meeting as Observer NGOs as part of their orientation

C. The NGO Report

At the annual PCB meeting (lately at mid-year), the Delegation presents its NGO Report to the PCB. It is a written report presented on UNAIDS letterhead and circulated in advance of the meeting, along with all meeting documents. We present the report, usually with a Power Point presentation by one or two Delegates, at the meeting.

This is an important opportunity for us to present our unique perspectives on developments and issues in the AIDS pandemic. Broad input from CS informs our report, particularly regarding key issues on the agenda, but also regarding persistent or emerging issues "on the ground". In the past four years, we have made the reports thematic and tied them into a strategy of addressing human rights and key populations in the scale up to universal access.

1. What are we trying to accomplish?

In our report, as with all of our interventions, we bring the candid perspective to the PCB. Importantly, we should focus on what we are trying to accomplish with the report. It is not simply a general "report from the field", but must ultimately focus on specific recommendations or requests relative to the PCB meeting agenda as well as to identify persistent or emerging issues about which we then, again, make specific recommendations or requests for future PCB/UNAIDS *action* on.

2. What are the issues relevant to the Agenda?

Because we, as part of the PCB, are beholden to address the agreed-upon meeting agenda (which we have helped to shape via our participation in the PCB Bureau), our report should identify and solicit input from broader CS and link to an agenda item(s).

3. What are the persistent or emerging issues?

The annual NGO reports of the past four years have used consultations, either electronic multiple choice questions, focus groups or video, to gather input and reach out to wider civil society. The CF has supported this work via field guides, questionnaires and drafting the reports. Delegates in all regions take part in gathering input and writing up their information.

Past themes covered in NGO Reports:

- 2000: The Greater Involvement of People Infected and Affected by HIV/AIDS
- 2004: State of the HIV/AIDS Pandemic
- 2005: Review of Progress on Key UNAIDS themes for 2004-2005
- 2006: Global Report on HIV/AIDS
- 2007: Universal Access: More Prevention and More Treatment
- 2008: Meeting Universal Access Commitments; A Civil Society Perspective
- 2009: Key Challenges to Universal Access
- 2010: Stigma and Discrimination: Hindering Effective HIV Responses
- 2011: Voices from the Field: How Laws and Policies Affect HIV Responses
- 2012: Civil Society in the HIV Response: Urging UNAIDS Action in the HIV Funding Crisis

4. How to create the report and presentation?

We must do this time-consuming piece of work each year. The key steps are:

- Constitute a WG (usually at least three months in advance of the meeting) of interested Delegates. Select the focal point of the WG;
- Assess the upcoming agendas and/or assess the current climate or state of the epidemic to determine the issues for which input from CS would be strategic;
- Formulate a strategy to accomplish specific outcomes from the meeting;
- If required, in conjunction with the CF, craft then circulate a survey to CS which asks specific questions (this has been multiple languages and via online sites in the past);
- Ideally, a representative from each region on the WG compiles and drafts the report of his/her respective region;
- Assemble the document and draft broader global conclusions in the summary. Write the specific conclusions and recommendations. Finalize the report with the Delegation;
- Submit the report to the Secretariat (eight weeks in advance of the meeting) so that it may be put on UNAIDS letterhead, translated into French and circulated to the PCB along with all of the other documents one month in advance of the meeting;
- Translate the report and share with all participants. Advocacy materials summarizing key aspects of the report can also be developed by the CF;
- Create the Power Point presentation highlighting the key regional and global issues and including the recommendations;
- Finalize the presentation with the Delegation, including who will present it;
- Make the presentation in the plenary session at the appropriate time on the agenda; and
- Bring forward the recommendations and conclusions to the PCB to become part of the formal meeting report and/or the *Decisions, Recommendations and Conclusions* of the meeting.

D. Transparency and Civil Society

As stated in our *Vision, Mission, Principles and Code of Conduct*, we make all appropriate aspects of our work and the work of the PCB available to broader CS. The CF helps to facilitate this transparency and this may include some translation of key documents and reports.

1. What needs to be shared?

Transparency does not mean that everything the NGO Delegation is involved with needs to be shared. Only relevant issues that require CS input to help inform our strategy and deliberations on the PCB and UNAIDS/PCB developments that CS would generally be interested in need to be shared. A good question to ask ourselves to help determine whether something needs to be shared is, "If I were not on the PCB, would this be something that I would like or need to know about?

Some examples of the types of items that need to be shared are:

- relevant PCB agenda items and their documents;
- developing UNAIDS policy drafts and finalized UNAIDS policies;

- calls for nominations and announcement of successful new Delegates;
- notices and updates about UNAIDS-related initiatives (e.g. UNGASS, etc.); and
- reports of PCB meetings including an NGO summary of outcomes.

2. What doesn't need to be shared?

When requested by CS, we should feel compelled to share any information (except that which is confidential in nature). However, as a matter of course, it is unnecessary to share everything. Some examples of the types of items that do not need to be (an in the case of confidential issues, *should* not be) shared are:

- Delegates' personal information shared in confidentiality;
- outcomes of WGs internal to the Delegation; and
- other information about the general internal workings of the PCB and the NGO Delegation.

3. Soliciting input

As noted above, facilitated by the CF, we solicit broad CS input to inform our annual NGO report. However, we should also solicit input on any key initiatives, developing policies and any other pertinent issues.

4. Reporting back

In advance of PCB meetings, we solicit broad CS input into selected agenda items and our NGO Report. Therefore, it is appropriate that we report back to CS on the outcomes of these meetings. The CF drafts this report, with input from the Delegation, on a timely basis after each PCB meeting. For the last four years, it has been translated into six languages and posted and circulated within a week of the meeting.

E. Working with the Secretariat

The Terms of Reference of the Secretariat are enumerated above (see *B.4*). The UNAIDS Secretariat plays a support role to the PCB, the Member States, the Cosponsors and to the NGO Delegation. The NGO Delegation is autonomous (except as restricted by ECOSOC resolutions, the Modus Operandi of the PCB and decisions taken by the PCB). The Secretariat supports the Delegation's autonomy without asserting any influence on our deliberations or decisions.

1. Divisions

The UNAIDS Secretariat is divided into three main departments: the Programme Branch, Management and Governance and Political and Public Affairs. In 2012, the Secretariat underwent internal restructuring; the mandates of the revamped departments have not yet been finalized.

Programme Branch

The Programme branch manages the work of Evidence, Innovation and Policy and Rights, Gender and Community Mobilization.

The Community Mobilization team (previously the Civil Society Partnerships unit) will be an important point of contact for the Delegation.

Management and Governance

The Management and Governance department manages the work of Planning, Finance and Accountability,Human Resources, Technology and Innovation and Governance and Multilateral Affairs, .

Of these, the Governance and Multilateral Affairs team is of particular interest to the PCB NGO Delegation because this is where board relations are managed. We interface with Secretariat staff in this unit of the on a regular basis. The NGO Delegation is assigned a focal point who is the main liaison to the Delegation. We may go to the focal point for assistance with any question or issue we may have. S/he will get the information for us or put us directly in contact with the appropriate personnel at the Secretariat. We also may directly contact anyone at the Secretariat with our questions or demands. This department will also assist in scheduling meeting space and requested meetings with the Executive Director, others at the Secretariat, Cosponsors and Member States; although, we prefer that these meeting requests

are facilitated directly by the CF. This department also facilitates travel authorizations and PCB meeting registration.

Political and Public Affairs

This department includes the Communications team and focuses on fundraising and is not directly connected to the NGO Delegation's work or relations.

2. Issues of support, autonomy and collaboration

As stated above, the Delegation is autonomous. We do our work together and among ourselves in meetings (PCB meetings, pre-planning and debriefing meetings), orientations, WGs, and conference calls on our own. We are not told what, when or how to do our work.

The Secretariat, most notably the focal point, supports us based on our requests to do so. However, the Secretariat may also have helpful information and suggestions to offer as they are much more involved in the day-to-day operations of UNAIDS and may have greater familiarity with the workings of the PCB. We welcome these but are not compelled to follow them.

We also may collaborate with the Secretariat to inform our strategy, but note that the Secretariat is mandated *not* to direct us in our final strategies. The Secretariat does have an agenda for meetings and it is important to bear in mind the politics of the meetings and UNAIDS and the respective goals of all parties when filtering information.

3. Being proactive and taking counsel

While it may be the Secretariat's intention to do so, we cannot assume that we will be kept informed of UNAIDS developments of concern to us. We must be proactive with them in order to get information we need to stay informed and do our work to maintain accountability.

The Secretariat may also offer solicited or unsolicited counsel. We are free to follow this counsel or not and we assume the responsibility for the outcomes of our decisions.

4. Closed-door meetings and conference calls

Our meetings together are generally considered "closed-door" meetings only for the Delegation. The focal point is available to us for support during Orientations, pre-meetings and debriefing meetings, but is expected to attend only when invited.

5. Meeting with the Executive Director

The Delegation generally meets with the Executive Director at some point during our pre-meetings and orientations. This is a good opportunity to raise any questions or issues we may have relative to the upcoming agenda, to bring emerging issues to his/her attention, and to gain insights on his/her perspectives on issues. As with most of our work, we strategize as to what we would like to achieve with these meetings on a case-by-case basis. We also may agree who will ask which questions and who will act as a moderator.

These meetings must be requested as far in advance as possible since the ED's schedule is booked far in advance. One or two Secretariat staff are also usually in attendance and Secretariat staff usually join us for an hour briefing both during our orientation and strategy days before the PCB meeting..

F. UNAIDS in regions and country

Although UNAIDS is headquartered in Geneva, it has regional and country offices throughout much of the world in the most-affected countries and regions.

1. Why is regional / in-country UNAIDS relevant?

While UNAIDS' mandate is to provide global leadership in response to the HIV pandemic, much of its work is done outside of its headquarters in Geneva. It works in countries and regions to collaborate directly with national governments and regional bodies to advocate for greater political commitment in responding to the pandemic.

UNAIDS has five focus areas for a more effective global response to AIDS:

- **Uniting** the efforts of the United Nations system, civil society, national governments, the private sector, global institutions and people living with and most affected by HIV;
- **Speaking out** in solidarity with the people most affected by HIV in defense of human dignity, human rights and gender equality;

- **Mobilizing** political, technical, scientific and financial resources and holding ourselves and others accountable for results;
- **Empowering** agents of change with strategic information and evidence to influence and ensure that resources are targeted where they deliver the greatest impact and bring about a prevention revolution; and
- **Supporting** inclusive country leadership for sustainable responses that are integral to and integrated with national health and development efforts.

Because the issues are shaped and ultimately addressed at country level, it is important for UNAIDS to be present at this level in order to work with all the stakeholders towards implementing the international recommendations that are discussed at global level.

2.   Governance in regions and countries
UNAIDS has 7 regional offices in:

- **East and South Africa**: Johannesburg, South Africa
- **Middle East and North Africa** (MENA): Cairo, Egypt
- **West and Central Africa**: Dakar, Senegal
- **Asia and Pacific**: Bangkok, Thailand
- **Eastern Europe and Central Asia**: Geneva, Switzerland
- **Caribbean**: Port of Spain, Trinidad and Tobago
- **Latin America**: Panama City, Panamá

Additionally, UNAIDS has more than 80 country offices.[10]

3.   Communications with regional UNAIDS staff
While the following has not been normal practice, it is highly recommended that systematic outreach, introductions and communications be implemented between Delegates and their regional UNAIDS offices. There have been problems in the past when Delegates have not been formally invited to important regional consultations and events and the Delegation has had to proactively push for their invitation.

NGO Delegates from Africa, Asia/Pacific, and Latin America/Caribbean should be formally introduced at the beginning of the Delegate's term of service via e-mail by the Secretariat to the appropriate contact(s) in the country and regional offices in their respective countries. Delegates from Western Europe should be introduced to contacts in the UNAIDS Brussels office and North American Delegates to the UNAIDS New York or DC offices.

UNAIDS Regional Support Teams and country offices should be encouraged to proactively contact the relevant delegate to facilitate their participation, as appropriate, in relevant events and meetings organized in the region. We should also proactively contact our relevant offices.

NGO Delegates from Developing countries (Africa, Asia, Eastern Europe and Central Asia) should join UN Theme Group meetings.

G.   Financial support
Delegates are financially supported as outlined in the *PCB NGO Delegation Terms of Reference.* Further details on these procedures are below.

1.   Unpaid appointment
There is no payment for participating as a Delegate.

2.   Support to attend key meetings
Although there is no payment for participation, the costs for Delegates and, when invited, incoming Delegates, to attend key meetings—specifically PCB meetings (including Delegation pre-meeting and debriefing meeting) and Delegation Orientations—are covered as follows:
- **Airfare**: Depending on the distance traveled, costs for least expensive business class airfare are paid by UNAIDS. Flight reservations and subsequent bookings (after receiving a travel authorization (TA) from the Secretariat) are the responsibility of the Delegate and

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[10] For a list of regions and countries, see http://www.unaids.org/en/regionscountries/countries/.

must be made through an UNAIDS-authorized travel agency. Any necessary visas are the responsibility of the Delegate; and

- **Per diem/daily subsistence allowance**: Delegates are provided—either in advance of travel date or soon after arrival—with a daily subsistence allowance in accordance with the WHO rate to adequately cover the cost of meals and hotel accommodation (lodging) for an approved number of meeting days. Hotel bookings are the responsibility of the Delegate.

3.   Support to attend other meetings

If Delegates are invited and available to attend other meetings, the costs to attend are covered as outlined in *2. Support to attend key meetings* (in this section above) except that airfare covered is normally for least expensive economy class.

H.   Travel Arrangements

It is the responsibility of the Delegate to arrange his or her own travel and hotel bookings for meetings. We are assisted by the CF. The following outlines the necessary steps.

1.   Invitations

The Main Delegate from each region receives a formal invitation to attend the meeting. The Alternate Delegate receives a copy of the Main Delegate's invitation.

2.   Booking your flights

Please be sure to confirm the dates of the meeting allowing time to arrive the day *before* the first day of pre-meetings and to stay at least until the evening of the day after the formal PCB meeting to participate in the debriefing meeting on the day after the formal meeting.

- Contact the authorized UNAIDS/WHO travel agency for your country (the Secretariat will provide this information) to make a reservation.
- Forward the flight booking details received from the travel agency to the Secretariat.
- The Secretariat will issue you a Travel Authorization (TA).
- Contact the travel agency to confirm that they have received the TA and confirmed your flight.
- You may also coordinate your flight through UNAIDS.

It should be noted that this process does not always proceed smoothly. The onus is on the individual Delegate to plan in advance and there may be financial penalties for last-minute bookings or changes. It is the responsibility of the Delegate to follow up on these steps to ensure that flights have been fully booked.

3.   Visas

If a visa is required to travel to the meeting destination country, it is the Delegate's responsibility to secure it (including securing any further documentation needed from UNAIDS to do so).

4.   Booking your hotel

The UN has special rates with many hotels in and around Geneva. It is the responsibility of each Delegate to reserve his/her hotel.

Although it is not required, it can be very advantageous for the entire Delegation to stay at the same hotel. This makes it easier to travel to and from the meetings together, to arrange morning or evening ad hoc meetings as necessary (often over a meal) and to arrange socializing together which can contribute greatly to building a team spirit.

5.   Per diems

Per diems (also known as daily subsistence allowances) are either paid in your home country (in-country) before your departure or may be given to you when you arrive. Which process is used is determined based on your country of residence. It is the Delegate's responsibility to determine which process is to take place. If it is in-country, the Delegate must make timely arrangements to take care

of this. If it is after arrival at the meeting country, Delegates should ensure that they have access to funds to cover expenses until the per diem is paid.

The per diem rate is accordance with the WHO rate. You may request payment in cash or in travelers' cheques in several major currencies.

At times, specific arrangements may be made whereby hotel expenses are covered by the Secretariat and then only part per diem is paid.

6.   Health issues

Travel to some countries may require vaccinations and other precautions. Each Delegate is responsible to ensure that these are known and taken care of.

HIV+ delegates should ensure that they have an adequate supply of any necessary medications including ARVs. It is recommended that medicine is carried in hand baggage in case checked luggage is lost en route. Medications may be very difficult to obtain in other countries. Travel is also very taxing on the body and extra care should be given to ensure that adequate rest and nutrition is taken. You may wish to consider requesting extra travel days in advance of the meeting and after wards. The onus is on delegates to articulate what they need and to request it.

IV.   ACCOUNTABILITY

A.   Accountability Mechanism

In order to be successful, it is essential that all members of the Delegation fully participate in and fairly share the workload of the Delegation. The Performance Monitoring Tool is a survey used by the Delegation to measure key objective elements of Delegates' participation in the Delegation including attendance at meetings, participation in conference calls, participation on WGs, etc.

The CF maintains the Performance Monitoring Tool and the Delegation reviews it regularly. The Accountability WG discusses any issues surfaced by the Performance Monitoring Tool and, along with the CF WG, determines whether any Delegate's term of service should be terminated early due to an inability to fully participate in the work of the Delegation. There is usually a conversation with the Delegate to see what the work barriers are (and then eventually with the Delegate's supervisor) and a period to improve before a Delegate is asked to give up his or her seat.

B.   Early termination of term of service

There are a number of instances when a Delegate's term of service may be terminated early. These are:

1.   Failure to keep commitments

As noted above, the Delegation determines that the commitments of the NGO or the Delegate as outlined in the *PCB NGO Delegation Terms of Reference* and the *PCB NGO Delegation Vision, Mission, Principles, and Code of Conduct* and as tracked in the Performance Monitoring Tool have not been adequately kept.

2.   Misrepresentation

The Delegation determines that the qualifications of the NGO or the Delegate as outlined in the *PCB NGO Delegation Terms of Reference* have been falsely represented or misrepresented.

3.   Conflict of interest

A conflict of interest is evidenced on the part of the NGO or the Delegate. Some examples of a conflict of interest could be: that a Delegate or its NGO accepts funding from the pharmaceutical industry; that a Delegate's motivation for serving on the Delegation is primarily self-serving for personal or career gain; that a Delegate's primary motivation for serving on the Delegation is for any reason other than to perform to the best of his or her ability in the work of the PCB, UNAIDS and in the response to the AIDS pandemic.

4.   NGO ceases HIV work or to exist

The NGO ceases its principal involvement in HIV work or it ceases to exist.

5. Failure to participate in meetings

The Delegate from the NGOs is not present or does not provide written input for conference calls and/or interim work, or misses more than one PCB meeting without a justifiable reason (such as illness or personal emergency). In the event that the Delegate is unable to fulfill his or her duties on the PCB, the sponsoring NGO will be asked to provide a substitute representative. If the NGO is unable to do so in a reasonable timeframe, the Delegation will have the option to declare the position vacant and re-open the nomination process to fill the seat.

SUPPORTING DOCUMENTS

UNAIDS DOCUMENTS
UNAIDS Governance Handbook (Jan 2010)
UN Economic and Social Council (ECOSOC) Resolution 1995/2
Modus Operandi of the Programme Coordinating Board of UNAIDS (rev. Dec 2011)
UNAIDS Division of Labour: Consolidated Guidance Note (2010)

NGO DELEGATION DOCUMENTS
UNAIDS PCB NGO Delegation Vision, Mission, Principles, and Code of Conduct (rev. Oct 2012)
Terms of Reference of the UNAIDS PCB NGO Delegation (rev. Oct 2012)

UNAIDS PCB NGO Delegation
Vision, Mission, Principles, and Code of Conduct

Introduction and purposes of this document:

This document is intended both to inform NGOs and their representatives considering applying for a seat on the NGO Delegation of the UNAIDS Programme Coordinating Board and as a tool to guide the current PCB NGO Delegation in its Mission and how to achieve it.

This document was produced as a result of decision 9.1 taken at the 20th Meeting (June 2007) of the UNAIDS Programme Coordinating Board arising from the 2006 *Review of NGO and Civil Society participation in the Programme Coordinating Board.*[11] This document was updated in October 2012.[12]

This document is intended to be used in tandem with the *UNAIDS PCB NGO Terms of Reference* and the *UNAIDS PCB NGO Delegates' Manual.*

I.   VISION

A.   This vision guides the PCB NGO Delegation:

We envision a world where all stakeholders—civil society, governments and international bodies—meet the challenges of the global AIDS pandemic together by combining their collective wisdom to generate creative, equitable, holistic and effective policies and solutions that lead to a world free of HIV.

II.   MISSION

B.   The Mission of the PCB NGO Delegation is:

To bring to the PCB the perspectives and expertise of people living with, most affected by, and most at risk of, vulnerable to, marginalized by, and affected by HIV and AIDS, as well as civil society and nongovernmental entities actively involved in HIV and AIDS in order to ensure that their human rights and equitable, gender-sensitive access to comprehensive HIV prevention, treatment, care and support are reinforced by the policies, programmes, strategies and actions of the PCB and UNAIDS.

C.   We accomplish our Mission by actively:

1.   seeking broad input from civil society;

We seek input from the broader active HIV and AIDS civil society community and, in particular, the regional constituencies we represent on relevant PCB issues in advance of PCB meetings in a timely manner.

2.   increasing participation of PLHIV;

We advocate for and lobby the UNAIDS Secretariat, Member States and Cosponsor organizations for the greater participation and meaningful involvement of PLHIV and civil society in every phase of the development, implementation and evaluation of their AIDS policies and programmes.

3.   helping to set the agenda;

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[11] See http://data.unaids.org/pub/InformationNote/2007/review_of_ngo_participation_item3.2_en.pdf

[12] This document was contracted and funded by the UNAIDS Secretariat. It was written, based in part upon an existing Terms of Reference, in 2007/2008 by T. Richard Corcoran, consultant and former PCB NGO Delegate (2004-06), with input and support from a steering committee (consisting of PCB NGO Delegates and a representative of the UNAIDS Secretariat) and reviewed by advisors outside the NGO Delegation who were selected by the steering committee. Additions and changes to UNAIDS and Delegation processes and policies were revised in this document in October 2012 by the NGO Delegation and CF.

We bring forward, advocate for and lobby for the inclusion of the issues, problems, perspectives and needs of PLHIV and those most at risk of HIV in the agendas of PCB meetings.

4. studying documents;
We read, analyze, seek broad civil society input on and strategize about the documents related to and in preparation for meetings and working groups in a timely manner.

5. lobbying other PCB colleagues;
We strategically meet with, lobby and confer with Member States, Cosponsors and the Secretariat to advance our agenda.

6. recruiting and mentoring new Delegates;
We recruit the best, most representative NGO Delegates to serve on the PCB and we share our experiences on the PCB so that they may quickly learn to participate in it most effectively.

7. collaborating with observer NGOs;
We invite observer NGOs attending PCB meetings to join us in order to give input, collaborate and strategize with us so that we may be most effective.

8. participating in working groups;
We participate in our fair share of working groups, steering committees and other ad hoc groups on key issues, policies and the Delegation's business.

9. attending meetings; and
We attend and actively participate in PCB meetings, pre-planning meetings and orientation meetings.

10. reporting back to civil society.
We report the outcomes of our work on the PCB to the broader civil society after PCB meetings in a timely manner.

III. PRINCIPLES

D. We agree that, regardless of our particular backgrounds and fields of expertise, we support the following principles in all our work to achieve our Mission:

1. Involvement of PLHIV;
We support the dignity of and involvement of people living with HIV including the principles stated in the Denver Principles and the Paris Declaration's statement on the greater involvement of people living with HIV and AIDS (GIPA principle).

2. Human rights;
We support the provision of and protection of the human rights of all people.

3. Non-discrimination;
We do not discriminate against anyone regardless of his or her skin colour, religion, sexual preference, gender, education, culture or country of origin.

4. Inclusion of those most at-risk of HIV infection and, especially, marginalized populations affected by HIV;

We encourage the active participation of, inclusion of the perspectives of and candid discussions about:

   a. People living with HIV;
   b. Gay men and other men who have sex with men;
   c. People who use drugs;
   d. Sex workers;
   e. Women and girls;
   f. Transgender people;
   g. Prisoners and former prisoners;
   h. Orphans and vulnerable children;
   i. Migrant workers (and immigrants);
   j. Indigenous persons;
   k. Displaced populations and refugees; and
   l. Young people.

5.   Gender equality;
We support the equal rights of women.

6.   Evidence informed; and
We support prevention strategies informed by scientific evidence not ideology.

7.   Public health.
We support strategies that place public health and welfare above commercial, financial and political considerations.

IV.   CODE OF CONDUCT

E.   We agree that, while working together as a Delegation to achieve our Mission, we:

1.   respect diversity and are culturally sensitive;
We welcome and honor our differences—gender, racial, sexual, life-style and personal history—and endeavor to continually deepen our understanding of each other's cultures.

2.   foster a culture of inclusion;
We encourage each other to be fully and naturally ourselves and we welcome each other as equal partners.

3.   co-lead and work together as a team;
We, variously, take the lead, encourage each other to lead and co-lead, making all crucial decisions by a consensus process.

4.   value each other's knowledge and skills;
We seek each other's specific area(s) of expertise in the pandemic and we encourage each other to employ and share their skills.

5.   maintain integrity, professionalism and a high standard of ethics;
We are honest, friendly, and collegial with each other.

6.   create a safe space for open dialogue;
Because we believe that every voice matters, we encourage each other's candor, invite constructive and respectful disagreement and do not attack those who disagree.

7.   communicate clearly and considerately;

We speak clearly, slowly and concisely, and we are considerate of those for whom English is a second language.

8. respect confidentiality;
We will not share any of our personal information we share confidentially.

9. actively participate and contribute to the best of our abilities;

10. engage passionately; and
We welcome each other's personal perspectives on the pandemic and welcome their passion.

11. are accountable to ourselves, each other, the PCB and broader civil society.
We hold ourselves and each other accountable and take ownership of our failures.

Terms of Reference of the
UNAIDS PCB NGO Delegation

A. Introduction and purposes of this document:

This Terms of Reference (ToR) document is intended to inform—in conjunction with the *Call for Nominations*—non-governmental organizations (NGOs) and their representatives considering applying for a seat on the NGO Delegation of the UNAIDS Programme Coordinating Board (PCB). The *Call for Nominations* and subsequent selection of NGO Delegates is undertaken by the current NGO Delegation to the PCB (see *L. in this document under heading "The selection process"*). This document specifies the term of office, qualifications and commitments required to serve on the NGO Delegation.

This document is also intended to be used as an operations reference tool for the current NGO Delegation.

This document was produced as a result of decision 9.1 taken at the 20th Meeting (June 2007) of the UNAIDS Programme Coordinating Board arising from the 2006 *Review of NGO and Civil Society participation in the Programme Coordinating Board*.[13] This document was updated in October 2012.[14]

NOTE: The *UNAIDS PCB NGO Delegation Vision, Mission, Principles and Code of Conduct* must also be considered and agreed to by NGOs and their representatives applying for a seat on the NGO Delegation.

B. Definitions for the purposes of this document:

The definitions below are *not* intended to be exhaustive technical definitions, but rather they are intended to be brief, user-friendly definitions to clarify and streamline the terminology used in this document.

NOTE: Terms in **bold** used within the definitions in this section are defined in subsequent definitions within this section.

1. UNAIDS

UNAIDS (the *Joint United Nations Programme on HIV/AIDS*) is the United Nations (UN) body that coordinates the HIV-related work of its eleven **Cosponsors** and provides global leadership on HIV policies and issues.

2. Programme Coordinating Board (PCB)

The Programme Coordinating Board (PCB) is the governing body (effectively, the Board of Directors) of UNAIDS that guides, reviews and makes decisions about the policies, priorities, long range plans, and budgets of UNAIDS.

There are 38 seats on the PCB: 22 **Member States**, 11 **Cosponsors**, and 5 **NGOs**.

3. Member States

Member States (i.e. governments) hold 22 seats on the PCB: Western European and Others Group (7 seats); Africa (5 seats); Asia and Pacific (5 seats); Latin America and the Caribbean (3 seats); Eastern European/Commonwealth of Independent States (2 seats). The Member States are selected from among the UN Member States. They serve on the PCB for a term of 3 years on a rotation basis. Only the Member States have the right to vote on the PCB.

4. Cosponsoring Organizations (Cosponsors)

The 11 UN Cosponsoring Organizations (Cosponsors) of UNAIDS are: UNHCR; UNICEF; WFP; UNDP; UNFPA; UNODC; ILO; UNESCO; WHO; the World Bank; and (as of 2012) UN Women. Each holds a continuous seat on the PCB. The Cosponsors do not have voting rights on the PCB. Cosponsor support for UNAIDS is focused on 15 areas based on the UNAIDS outcome framework for 2009–2011. Each area has one or two convening agencies (with relevant mandates and technical expertise) to both facilitate the contributions

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[13] See http://data.unaids.org/pub/InformationNote/2007/review_of_ngo_participation_item3.2_en.pdf

[14] This document was contracted and funded by the UNAIDS Secretariat. It was written, based in part upon an existing Terms of Reference, in 2007/2008 by T. Richard Corcoran, consultant and former PCB NGO Delegate (2004-06), with input and support from a steering committee (consisting of PCB NGO Delegates and a representative of the UNAIDS Secretariat) and reviewed by advisors outside the NGO Delegation who were selected by the steering committee. Additions and changes to UNAIDS and Delegation processes and policies were revised in this document in October 2012 by the NGO Delegation and CF.

of broader UNAIDS family partners and ensure the quality of overall results in the respective area.[15]

5. Nongovernmental Organizations (NGOs)

> NOTE: This is specifically *not* a definition of the general term *Nongovernmental Organization,* but one relative to the role of NGOs on the PCB.

Nongovernmental organizations (NGOs) hold five (5) seats on the PCB. Eligible NGOs include local, national, regional and international NGOs, networks of people living with HIV (PLHIV Networks), AIDS service organizations (ASOs), community-based organizations (CBOs), AIDS activist organizations, faith-based organizations (FBOs) and networks or coalitions of AIDS organizations. Collectively these are referred to as NGOs. NGOs are further defined as not-for-profit and working *primarily* and actively in the field of HIV (i.e. the main purpose or one of the main purposes of the NGO, association or network is its work in the HIV field).

There is one seat for each of the following five regions: Africa; Asia/Pacific; Europe, Latin America/Caribbean; and North America. These seats are occupied by the 5 **Main Delegates**. Additionally there are 5 **Alternate Delegates** (one from each of the same five regions) that participate in **the Delegation**.

Though technically, it is the NGO (the *organization*, and not the *person* representing the organization) that holds the seat on the PCB, a specific representative of the NGO applies to fill the seat. Due to the challenges and steep learning curve of serving as an NGO Delegate to the PCB, it is intended that this single representative serve for the full term of service. However, if this individual cannot fulfill any part of his or her commitment, the NGO may provide another qualified representative to fulfill the commitment on a temporary basis. Permanent replacement of a Delegate for the remainder of a Delegate's term is subject to approval of the NGO Delegation.

Though technically NGOs do not have "the right to take part in the formal decision-making process"[16] of the PCB, in practice NGOs fully participate and are essential, respected stakeholders in decision-making processes. They do not, however, have voting rights.

NGOs normally serve on the PCB for a term of 2 years but may be extended to a maximum term of 3 years. The term of office is further defined below (see *E. of this document under heading "Term of office"*).

- **NGO Main Delegates (Main Delegates)**

As noted above, the 5 NGO seats on the PCB are held by the *organizations*. The *person* actually sitting in the seat is the person "delegated" to represent that organization and is known as an NGO Delegate. At formal meetings, the 5 seats are identified as "NGO Africa", "NGO Asia/Pacific", "NGO Europe", "NGO Latin America/Caribbean", and "NGO North America", a further acknowledgement that the seat is held by the NGO *(organization)* and not the *person.*

By default at formal PCB meetings, the 5 NGO seats are occupied by the NGO Main Delegates (Main Delegates) from their respective regions. However, the **Alternate Delegate** from that region may occupy the seat when the Main Delegate is absent or whenever it is deemed appropriate by both Delegates from the region or by **the Delegation** to do so (for strategic, logistic or any other reason).

Although officially there are only 5 seats held by the 5 Main Delegates, in practice and for ease throughout this document, both "Main Delegate" and "Alternate Delegate" are referred to as "Delegate" unless a distinction is required. Except as otherwise noted, there are no distinctions in practice between the Main and Alternate Delegates in regard to their qualifications, commitments and participation in all aspects of **the Delegation** and the PCB.

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[15] For further details, see the *Consolidated Guidance Note, 2010: UNAIDS Division of Labour*: http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2011/JC2063_DivisionOfLabour_en.pdf.
[16] Economic and Social Council, Resolution 1995/2

- **NGO Alternate Delegates (Alternate Delegates)**
  Though there are only 5 formal NGO seats on the PCB, there are 10 Delegates appointed to **the Delegation**: 5 NGO Main Delegates and 5 NGO Alternate Delegates (Alternate Delegates). This is to provide enough capacity to carry out the Mission and business of **the Delegation** and to provide overlapping terms of office of the Main and Alternate Delegates from each region in order to ensure the transfer of skills and a smooth transition from Alternate to Main Delegate. It also helps to provide institutional memory for **the Delegation**.

  An **incoming Delegate** is usually designated as the Alternate Delegate for their region when his/her term begins and the existing Delegate becomes the Main Delegate for the region. When the Main Delegate's term is completed, the Alternate Delegate usually becomes the Main Delegate.

  As noted above, although officially there are only five seats held by the five Main Delegates, in practice and for ease throughout this document, both "Main Delegate" and "Alternate Delegate" are referred to as "Delegate" unless a distinction is required. Except as otherwise noted, there are no distinctions in practice between the Main and Alternate Delegates in regard to their qualifications, commitments and participation in all aspects of **the Delegation** and the PCB.

- **Incoming NGO Delegates (incoming Delegates)**
  Incoming NGO Delegates (incoming Delegates) are persons that have submitted a successful application to participate in the Delegation (by mutual agreement between the Delegation and the applicant) but have not yet begun their term of office which is approved at the subsequent board meeting after their appointment. This is not a "formal" designation. (See *K. of this document under heading "Requirements and requests of the incoming Delegate".*)

- **Observer NGOs (Observers)**
  In addition to **the Delegation**, Observer NGOs (Observers) attend the formal PCB meetings. Any individual or representative from an organization or network may register to attend but they must incur their own costs and will need to be vetted and approved by the UNAIDS Secretariat. They may speak in plenary after all PCB members (Member States, Cosponsors and **the Delegation**) have done so. During the board meeting, the Delegation invites the Observers to attend a pre-meeting and daily briefings to share information, collaborate and strategize.

  Incoming Delegates in attendance at PCB meetings (See *K.of this document under heading "Requirements and requests of the incoming Delegate"*) are considered Observers.

- **NGO Delegations (the Delegation)**
  In reality, it could be argued that there are 5 NGO Delegations: one from each of the five regions and each comprised of the Main Delegate and the Alternate Delegate from that region. For ease and throughout this document, however, the ten NGO Delegates are collectively referred to as the NGO Delegation (the Delegation).

6. **Civil society (CS)**
   Civil society (CS) is defined as the broad array of people working for or with NGOs (as defined above) actively engaged in local, national, regional or global HIV issues. The Delegates represent their respective regional CS on the PCB as its constituency and, more broadly, the Delegation represents CS at large as its constituency.

7. **UNAIDS Secretariat (the Secretariat)**
   The UNAIDS Secretariat (the Secretariat) is comprised of the Executive Director and the technical and administrative staff required to carry out the work of UNAIDS and its governing board, the PCB.
   Though the Delegation is largely autonomous (see *C. of this document under the heading "Statement of autonomy"*) the work of the Delegation is also supported by and in collaboration with the Secretariat, in particular the Governance and Multilateral Affairs Department, which manages relations with the Board and offers strategic support, and the Community Mobilization team, which engages with civil society.

8. Communications Facility (CF)

At its 20th meeting, the PCB recommended "the establishment of an independent communication and consultation facility (CF) to strengthen the NGO participation and support effectiveness of NGO country-level voices in the Programme Coordinating Board policy dialogue." The PCB NGO Communication and Consultation Facility is funded by the UNAIDS Secretariat and is independently hosted for 2 year contracts by recruited NGOs. The implementation of activities, the performance management and overall responsibility for the achievement of deliverables belong to the Delegation.

The CF provides the Delegation with a base for independent support and has the main goal to support the delegation based on an independent position as well as to help them to have a transparent and fluid communication among themselves and with others. The four main tasks of the CF are:

- Facilitate fluid communications to and from NGO Delegates with civil society, UNAIDS Co-Sponsors, UNAIDS Secretariat and UNAIDS Member States;
- Support for efficient management of the administrative and logistical needs of the PCB NGO Delegation;
- Ensure a means of communication and appraisal amongst delegates and support to help delegates to communicate among themselves; and
- Help to have a transparent information exchange between all stakeholders.

From 2008-2010, the CF was hosted at the World AIDS Campaign in Amsterdam, Netherlands. From 2010-2012, the host was ICASO in Toronto, Canada.

C.   Statement of autonomy:

Except as limited by the UN Economic and Social Council (ECOSOC) Resolution 1995/2, formal PCB decisions—in particular the Modus Operandi of the Programme Coordinating Board of UNAIDS (rev. June 1999)—and any subsequent decisions that may have been or may be taken, the Delegation operates autonomously and is free to refine and redefine these Terms of Reference as necessary.

D.   Mission:

The Mission of the Delegation is:
To bring to the PCB the perspectives and expertise of people living with, most affected by, and most at risk of, vulnerable to, marginalized by, and affected by HIV and AIDS, as well as civil society and nongovernmental entities actively involved in HIV work, in order to ensure that their human rights and equitable, gender-sensitive access to comprehensive HIV prevention, treatment, care and support are reinforced by the policies, programmes, strategies and actions of the PCB and UNAIDS.

NOTE: See the *UNAIDS PCB NGO Delegation Vision, Mission, Principles and Code* for how the Delegation accomplishes this Mission.

E.   Term of office:

The term of office for an NGO is two (2) calendar years.

In the interest of providing overlapping terms of office of the Main and Alternate Delegate from each region, ensuring institutional memory for the Delegation, and/or ensuring the transfer of skills and a smooth transition from Alternate to Main Delegate for each region, the term of office may be extended for one additional calendar year. This is subject to the availability and agreement of both the Delegate and his/her NGO as well as the agreement or decision of the Delegation.

As restricted by the ECOSOC Resolution 1995/2, the term for any Delegate may not exceed three (3) calendar years.

F.   Operating language:

Although it may result in an unfortunate exclusivity of much of CS, the operating language of the Delegation is English, and it is therefore a key requirement that Delegates are fully able to communicate well in both written and spoken English. Native English speakers on the Delegation are

requested to remain mindful and considerate of the challenges that Delegates whose native tongue is not English may face.

NOTE: Formal PCB documents are circulated in both English and French. Additionally, the CF translates certain documents, such as NGO Reports and consultations into Arabic, Chinese, French, Portuguese, Russian and Spanish and, at the request of the Delegation, into other local languages as needed. At formal PCB meetings, simultaneous interpretation is provided in Plenary (the main meeting room) in the following six official UN languages: Arabic, Chinese, English, French, Russian and Spanish. Other languages may be available.

G. Qualifications of the applying NGO:

Though applications to serve on the Delegation are submitted by individuals representing NGOs, it is the NGO itself that holds the seat on the PCB. In order to qualify to hold the seat on the PCB, the applying NGO must:

1. Be actively and principally involved with HIV work in the country and/or region for which the applicant is applying;
2. Maintain a comprehensive understanding of the health, political and social consequences and needs of the AIDS pandemic, particularly as it relates to the region;
3. Be strongly connected to and actively liaise with national and regional CS networks; and
4. Have extensive experience in national, regional and/or international policy-making and advocacy.

H. Qualifications of the applying Delegate:

In order to qualify to represent its NGO on the PCB, an applicant for the position of Delegate must:

1. Have permanent residency in and be living and working in a country within the region for which they are applying to represent;
2. Have the ability to communicate effectively in written and spoken English;
3. Have effective skills for writing reports and presentations;
4. Be computer literate;
5. Have easy and regular access to the Internet and email;
6. Have a minimum three years' experience in HIV in their region;
7. Have an ability to collaborate well with a diverse group of people from different cultures from around the world;
8. Have the facility to work strategically in a group;
9. Have diplomacy skills;
10. Have some comfort with public speaking; and
11. Have some experience in national, regional and international fora.

I. Commitments of the applying NGO:

It is required that the NGO must state in its letter of recommendation for the applying Delegate that the NGO:

1. Authorizes the applying Delegate to represent the NGO as its Delegate on the PCB;
2. Commits to the *UNAIDS PCB NGO Delegation Mission, Principles and Code of Conduct*;
3. Will support their Delegate for the term of his/her office so that he/she will be able to fulfill the *Commitments of the applying Delegate* (see J. of this document) by confirming that the applicant:
   - Will have adequate office space;
   - Will be freed up from his/her regular duties to be able to dedicate a minimum of 10 hours per work week;
   - Will be additionally freed up from his/her regular duties in order to travel to attend the formal PCB meetings (including pre-meetings and debriefing meetings) and the NGO orientation meetings;
   - Will have adequate access to office equipment and supplies;
   - Will have organizational and administrative support;
4. Will ensure the quality and comprehensiveness of the applying Delegate's participation on the PCB; and

5. Will ensure that, if the Delegate is unable to complete his/her term of office, an equally qualified replacement, if available, will be offered by the NGO to finish the term of office. The final decision is adopted by the full delegation.

J.   Commitments of the applying Delegate:

In order to participate as an NGO Delegate to the PCB, it is required that the applying Delegate must commit to:

1. The *UNAIDS PCB NGO Delegation Mission, Principles and Code of Conduct*;
2. Spending a minimum of 10 hours per week performing the duties of Delegate;
3. Broadly and in collaboration with the CF, consulting with, seeking input from, learning about the relevant issues of, and reporting to their national and regional CS;
4. Attending and actively participating in key meetings including but not limited to:
    - Biannual PCB meetings (5 to 6 days each) typically in either Geneva, Switzerland or a heavily-impacted country, in early to mid-June and early to mid-December. These meetings include an NGO Delegation strategy pre-meeting (1 day), NGO Delegation pre-meetings with Board members and other relevant stakeholders (1 day), the PCB meeting (3 days) and NGO Delegation debriefing meeting (1 day);
5. Attending, actively participating in and either participating with or representing (and reporting back to) the Delegation at other meetings and consultations (usually 1 to 3 per year) as necessary and when possible. Some examples are: high-level meetings of the UN General Assembly Special Session (UNGASS) in New York; regional consultations; PCB consultations on developing policies; the PCB Bureau; etc.;
6. Actively participating in Delegation conference calls (average 1 per month), usually held at 15:00 Geneva time and lasting for 1-2 hours;
7. Maintaining timely communications with the Delegation and other PCB bodies via email;
8. Reading, absorbing and being prepared to engage in the issues of all relevant PCB documents in a timely manner;
9. Actively participating and strategizing with the Delegation in the reviewing and planning processes of the PCB and UNAIDS;
10. Actively participating in and chairing a fair share of ad hoc Working Groups (WG) or Steering Committees (SC) as needed. Some examples are: NGO Report WG; PCB Thematic Session WG; upcoming agenda item WGs; Recruitment WG; etc.; Skype or conference calls are generally required for these and can be held once or twice a month usually lasting for an hour.
11. Working in collaboration with the Secretariat; and
12. Participating fully in the work of the CF.

K.   Requirements and requests of the incoming Delegates:

Dependent upon the current calendar, the incoming Delegates *may* be *required* to:
1. Dependent on funding and availability, attend an NGO Orientation in December or before the meeting of approval for the incoming Delegate; and/or
2. Participate in on online, virtual orientation process.

Though not strictly *requirements*, in the interest of the further orientation of incoming Delegates, in advance of the beginning of the term of office, the incoming Delegates may be invited to:
1. Dependent on funding and availability, attend the June and/or December PCB meetings as an Observer; and
2. Participate in PCB NGO conference calls.

NOTE: A virtual, online orientation process has been developed to assist in interim turnover of representatives for delegated NGOs and to replace an in-person orientation due to limited funds provided by the UNAIDS Secretariat.

L.   The selection process:

Incoming Delegates are selected through the following process:
1. Each year, a *Call for Nominations* for the upcoming regional openings is broadly circulated electronically via mailing lists worldwide usually in mid-year;

2. The current Delegation—facilitated by the CF —autonomously conducts the selection process;
3. Applications are rated and discussed based upon a number of criteria including sub-regional representation and balance of the Delegation (see *M.* of this document). Regional Delegates' ratings carry twice the weight for applicants from their respective regions;
4. Telephone interviews are conducted with 2 to 3 short-listed candidates for each regional opening, inviting other members of CS (not on the current NGO Delegation) to participate in the interview;
5. Once a selection is made, successful applicants are notified via email;
6. Applicant confirms his/her availability, accepts the appointment, and becomes an incoming Delegate; and
7. As required by ECOSOC resolution, incoming NGOs are submitted and formally approved pro forma by the PCB at its next meeting in June or December. Requirements *and requests of the incoming Delegates* (see *K.* of this document) may be made in advance of this formal approval.

M. Regional representation and balance considerations:

As *representatives* of civil society, one of the great challenges of the Delegation is to effect changes and improvements to the policies and programs of UNAIDS so that they meet the needs of the people they represent. However, it is unrealistic to expect that any ten individuals can fully represent the full range of civil society involved in HIV work worldwide or that any two Delegates can fully represent their entire region. The Delegation, however, must try to do so to the best of its ability.

While there may be a number of applicants who meet the qualifications and requirements to serve as a Delegate, in the effort to compose the best representation, the Delegation must factor in a number of other representational and balance considerations before making their selections from among the qualified applicants:

1. Sub-regional representation

Within regions, and even within some sub-regions, there is a great diversity of civil society involved in HIV work in terms of language, culture and needs. The Delegation makes every effort to ensure that, *whenever possible,* unless no acceptable candidate is nominated during recruitment, the Main and Alternate Delegates from the same region meet sub-regional representational balance considerations:

- **Africa**: One Anglophone Delegate and one Francophone Delegate and/or no two Delegates from the same sub-region (Southern Africa, Northern Africa, West Africa, East Africa, Central Africa);
- **Asia & Pacific**: No two Delegates from the same sub-region (Indian sub-continent, Southeast Asia, East Asia, Middle East, Pacific Island countries and territories [PICTs]);
- **Europe**: No two Delegates from the same sub-region (Western/Central Europe and Eastern Europe/Central Asia);
- **Latin America & the Caribbean (LAC):** One Latin/Central America Delegate and one Caribbean Delegate; and
- **North America:** No two Delegates from the same country.

2. HIV status, gender, constituency and organization balance

Among the ten Delegates, the Delegation makes every effort to ensure that, unless impossible or not the best candidate is nominated during recruitment, the entire Delegation meets these overall representational balance considerations in priority order:

- **PLHIV**: In support of the 1994 Paris Declaration and the greater (and meaningful) involvement of people living with HIV/AIDS (GIPA) principle, preference is given to qualified openly declared PLHIV applicants. As a rule, there should be a minimum of 3 PLHIV Delegates;
- **Constituency**: A balance among Delegates who possess the expertise to represent and advocate for specific key constituencies including: men who have sex with men (MSM), LGBTT, people who use drugs, sex workers, women and young people;
- **Gender**: A balance of male and female Delegates is also taken into account; and

- **Organizations:** A balance among the Delegates' organization types: networks of PLHIV and PLHIV organizations, AIDS service organizations, community-based organizations, Human Rights organizations, development organizations, global networks, etc.

N. Financial support:

1. **Unpaid appointment**

   There is no payment for participating as a Delegate.

2. **Support to attend key meetings**

   Although there is no payment for participation, the costs for Delegates and, when invited, incoming Delegates, to attend key meetings—specifically PCB meetings (including Delegation pre-meeting and debriefing meeting) and Delegation Orientations—are covered as follows:

   - **Airfare**: For those flying 9+ hours, costs for business class airfare are paid by UNAIDS; for flights under 9 hours, economy class is offered. Flight reservations and subsequent bookings (after receiving a travel authorization (TA) from the Secretariat) are the responsibility of the Delegate and must be made through a UNAIDS-authorized travel agency. Any necessary visas are the responsibility of the Delegate; and

   - **Per diem/daily subsistence allowance**: Delegates are provided by UNAIDS—either in advance of travel date or soon after arrival—with a daily subsistence allowance in accordance with the WHO rate to adequately cover the cost of meals and hotel accommodation (lodging) for an approved number of meeting days. Hotel bookings are the responsibility of the Delegate.

3. **Support to attend other meetings**

   If Delegates are invited and available to attend other meetings (as outlined in *J.5 in this document "Commitments of the applying Delegate"*), the costs to attend are covered as outlined in *2. Support to attend key meetings* except that flights will be economy, not business.

O. Early termination of term:

The Delegation may terminate an NGO's and/or a Delegate's term early if:

- The qualifications of the NGO or the Delegate as outlined above have been misrepresented;
- The Delegation determines that the commitments of the NGO or the Delegate—as outlined above and as tracked by the Delegation's Accountability Mechanism—are not being adequately kept; or
- A conflict of interest (as spelled out in the *UNAIDS PCB NGO Delegation Mission, Principles and Code*) is evidenced or declared on the part of the NGO or the Delegate;
- The NGO ceases its principal involvement in HIV work or it ceases to exist; or
- The Delegate ceases his/her association with the NGO. Another qualified representative of the NGO may be presented and, if approved by the Delegation, serve as Delegate for the remainder of the term of office; or
- The Delegate does not fulfill the requirements of commitments established by the Delegation.