

**Summary of the 2024 Performance Appraisal of the
Community of People Affected by TB Constituency
Delegation to the Stop TB Partnership Board**

(assessing performance up to April 2024)

Public Summary Report

(produced by independent consultant, Kate Welch – ICDS Ltd)

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Any questions or concerns regarding the contents of this Public Summary Report
should be directed to Denis Nzioka, CFP for the Delegation:
nziokanzioka@gmail.com

Executive Summary

Founded in 2001, the Stop TB Partnership (STBP) is a United Nations hosted organisation¹ which brings together expertise from a broad spectrum of country, regional, and global partners in a shared mission to revolutionise the TB space and end TB by 2030.² It is a public-private partnership, governed by a Board comprised of constituencies representing the diversity of stakeholders engaged in TB³ and supported by two standing Board Committees: the Executive Committee, and the Finance Committee.

The Constituency of the Stop TB Board: Community of People Affected by TB (henceforth referred to as ‘the Community Delegation’ or ‘the Delegation’) was established in January 2019. It is driven by the vision of a world free of TB and a mission to ‘Empower TB-affected communities for equitable TB responses.’ It aims to improve communication within and engagement of the Partnership’s Community of People Affected by TB constituency, strengthen accountability of community representatives to the STBP Board, and enhance the institutional memory of the constituency. According to the STBP Board Governance Manual, the Constituency is represented by three Board Members (BMs) plus at least one Alternate Board Member (ABM).⁴ BMs and ABMs are selected from within the Delegation to represent their constituency to the STBP Board. ABMs fully support BMs in their roles and responsibilities and substitute them/act on their behalf when necessary. Collectively, BMs and ABMs are referred to as the Leadership Team (LT)⁵ of the Delegation; and they are supported in their work by a Communications Focal Point (CFP). The role of a BM or ABM is that of a volunteer; there is no payment for participating - although travel and per diem costs are covered; and there is the possibility for a monthly communications allowance. BMs and ABMs are expected to make a substantial time commitment and should expect to spend up to 35% of their professional time engaged in activities related to these positions. The term of office of BMs and the ABMs is three years, renewable once.⁶ The role of CFP is a paid consultancy position, with a 50% level of effort (LoE) expectation.

As part of their accountability activities, the Community Delegation Leadership Team agrees to participate in structured annual performance reviews/evaluations. These are conducted by an independent consultant who is selected through an open recruitment process, and who declares no conflicts of interest with any of the individuals being assessed to help safeguard the impartiality of his/her findings. This is the first time such a performance appraisal has been undertaken for this Delegation since its inception.

¹ The Stop TB Partnership Secretariat is currently hosted and administered by UNOPS in Geneva, Switzerland.

² The [2023-2028 Operational Strategy](#) provides a high-level roadmap for current and future work of the Secretariat.

³ A total of six formal Board delegations (four civil society and two private sector) have been formed independently by Board constituencies; each with their own workplans and budgets.

⁴ The Delegation makes a collective decision on the number of ABMs needed for most effective working.

⁵ See Table 1, which provides more detail on the current composition of the Community Delegation. It has been proposed to increase the number of ABMs to three in future, to match the number of BMs.

⁶ The Board encourages – where feasible - a rotation of civil society representatives every two years rather than the same BMs serving consecutive terms.

Purpose of the Annual Performance Appraisal

The aim of the annual performance appraisal is to provide an accurate picture of a Board Member/Alternate Board Member's performance, as well as their collective performance as Leadership Team (LT) - through both self-assessment and feedback from a selection of peer reviewers from within and outside of the Delegation.⁷ The performance appraisal seeks to identify key areas of strength that each of the current LT members bring to the Delegation - both individually and collectively; balance and the complementarity of their skills and experience; and what is currently working well. Similarly, the appraisal should also highlight any potential gaps in skills or expertise; any personal or collective challenges in fulfilling the Board member role(s) to the highest standard; and any opportunities for more effective ways of working. On the basis of these findings, recommended actions can be developed to help maximise the effectiveness of the LT and therefore the overall performance of the Delegation.

It is important to note that a BM/ABM may be asked to make major improvements in his or her performance should the outcomes of the appraisal reveal unsatisfactory performance.

Scope of the 2024 Performance Appraisal

The Community Delegation LT is currently comprised of three BMs and one ABM.

- In quarter one of 2024, however, one of the BMs – **Rhea Lobo** - took personal leave of absence.⁸ This BM declined to participate in the appraisal process since she is still on leave of absence.⁹
- The two remaining BMs - **Carol Nawina Nyirenda, Peter Owiti Ng'ola** - participated in the performance review. Both Carol and Peter began their first terms as BM in August 2021. The performance appraisal therefore assessed their performance as BM over the period August 2021 to April 2024.
- The former ABM - **Olya Klymenko** - stepped up into the role of BM in January 2024 to cover Rhea's absence; and will continue to cover this role until June 2025, when Rhea is expected to return. Since Olya only recently made this transition from ABM to BM recently, her performance in the period prior as ABM (August 2021 to January 2024) was assessed.
- The performance of **the CFP was not appraised** since this individual was only recruited in April 2024.¹⁰

⁷ See 'Methodology' section for more details on the selection of peer reviewers.

⁸ Rhea began her first term as BM in the first half of 2023. She announced a personal leave of absence in December 2023, starting from Q1 2024. She is expected to return to the role in mid-2025.

¹⁰ Also, as a paid employee or consultant of the Delegation the CFP reports to the LT BMs and should be evaluated *by the LT* on an annual basis against the responsibilities outlined in the ToR.

Summary of Key Findings

Performance of the Leadership Team as a collective

- The review found a **good degree of fit** between the levels of experience and particular areas of expertise and skills of each of the three individuals that currently make up the LT. However, **one of the LT members does not have personal experience of having lived with TB**; and this potentially undermines the legitimacy of the LT's ability to truly represent the affected community constituency.
- The LT **would benefit from more geographically diverse representation**. The balance of LT members currently, from a geographical representation point-of-view, is a little too skewed towards the AFRO region; and greater representation of other regions - with a high TB burden or otherwise - would be favourable. Representation of Latin America, for example, is lacking. The decision to move away from a process of 'election' to a process of 'selection' will be useful here, in terms of giving the team greater ability to ensure both a geographical and gender balance.
- The LT is currently very **strong in terms of being led by individuals with significant experience in activism, advocacy/lobbying and campaigning** on TB issues and for the rights of people living with TB. The current LT members are also very strongly linked into various global, regional and country-specific networks, coalitions and movements which assists in this work; and also have expertise in Governance and Resource Mobilisation. This expertise is very helpful to the mission of the Delegation.
- A key priority for the LT will be to **ensure that any particular historical and institutional knowledge held by the LT members beyond what is held by other Delegation Members is effectively documented and passed down**; especially if any of the current LT members do not continue in their roles.
- **The effectiveness of the LT has been hampered by a lack of coordination and communication** between the individual BMs/ABM. While all the Board members are skilled and all bring their different skills, as a leadership they have not worked well to bring these together [with the exception of during meetings and retreats]. A lack of clarity on respective roles and responsibilities has undermined a feeling of shared purpose and resulted in poor synergy and frustration. The (former) ABM, in particular, appears unclear on her role and how she can best contribute.
- The LT could also make greater efforts to communicate more regularly and consistently with the wider Delegation; while noting that **many current Delegation members are inactive** and the 'pool' needs to be refreshed.

Performance of individual BMs/(former) ABM

- The performance appraisal finds **a good fit overall between Carol Nawina Nyirenda and the BM role profile**. Based on feedback from seven peer reviewers, **she performed to a ‘Good’ level overall in the role of BM during her first term** (August 2021 – April 2024).¹¹ Her participation in Board and Committee meetings, her relationships with others, and her efforts to advocate externally on behalf of the STBP were all rated as ‘Excellent.’ Among her key strengths, she has brought substantial experience to the role; including excellent knowledge of the issues as well as prior experience of sitting on this and other Boards. She has also displayed passion and dedication in representing TB-affected communities on the STBP Board; and this has been facilitated by her ‘lived’ experience of TB and her “experience at the grassroots to truly voice the needs of the community.” In terms of challenges, Carol has been juggling many other priorities and, as such, has been a little too slow to respond to communications at times; something she also acknowledged. Looking ahead, **Carol has decided not to pursue a second term as BM. Rather, she plans to step back – but will still fully engage as a member of the Delegation.**
- The performance appraisal finds **a good fit overall between Peter Owiti N’gola and the BM role profile**. Based on feedback from seven peer reviewers, **he performed to a ‘Satisfactory-Good’ level overall in the role of BM during his first term** (August 2021 – April 2024).¹² His performance was rated as ‘Good’ in a total of eight areas, including: ‘Ability to maintain a focus on issues of importance to the TB-affected community and civil society movements’, ‘Input into decision-making processes’ and ‘Efforts to proactively reach out to other constituencies with issues/ideas/initiatives.’ Regards key strengths, peer reviewers highlighted in particular his commitment and dedication to the Delegation and his role as BM; and the fact that “as a Community Representative, Peter brings community perspective into the Board and the delegation.” Peter has also taken responsibility for the financial management of the Delegation in the absence of a Treasurer, has worked closely with the Secretariat to develop the 2024 workplan, and took up the roll of facilitator in Nigeria when consultants were not able to attend. In terms of challenges, some peer reviewers felt that Peter can be a little domineering; and has - at times - not acted in the best interest of the wider team. Examples given included not consulting with the rest of the LT; and poor communication of actions taken [without informing others].

¹¹ The BM herself rated her performance as ‘Satisfactory’. Two peer reviewers gave this same rating; two rated her performance as ‘Good’ and three rated her performance as ‘Excellent’ – giving an average rating of ‘Good.’

¹² The BM himself rated his performance as ‘Excellent.’ One peer reviewer agreed with this assessment; Four rated his performance as ‘Good’ and two rated his performance as ‘Satisfactory’ - equating to an average rating of ‘Satisfactory-Good.’

Looking ahead, **should Peter seek re-election as BM for a second term he will need to be more mindful of the need to work more effectively as part of a wider team**; including being more inclusive and accepting of the opinions of others (even when these differ from his own) and ensuring that his communications do not dominate or contradict those of his team members.

- The performance appraisal finds **a good fit overall between Olya Klyemenko and the ABM role profile**. Based on feedback from six peer reviewers, **she performed to a ‘Satisfactory-Good’ level overall in the role of ABM** (August 2021 – April 2024).¹³ Particular strengths highlighted by peer reviewers included her high enthusiasm and empathy and that fact “she always listens to colleagues and seeks to understand differing opinions, even if not aligned.” While particularly effective at country level, the ABM does have significantly less experience than the two BMs in terms of working on the Board of a global institution and all that it entails; and this has been compounded by a lack of clarity over her role and expectations. Her effectiveness has also been unavoidably hampered by personal circumstances [the outbreak of the war in Ukraine, where she is based.] Looking ahead, **Olya will need to decide whether it is in the best interests of the Delegation for her to continue in the role as covering BM while the situation in her home country is still so volatile** or whether it would be better for her to step back until the situation improves; at which point she will be better able to engage consistently. **Otherwise, should she continue to serve on the LT in the capacity of covering BM, it will be essential that Olya commits to greater, more consistent engagement – and that she benefits from a more effective onboarding and orientation process**; including specific trainings where needed to help her get up to speed on any areas she has less experience in. The Secretariat can assist this.

¹³ The ABM herself rated her performance as ‘Satisfactory’. In total, 6 peer reviewers assessed the BM’s performance. 2 rated her performance as ‘Excellent’, 2 rated her performance as ‘Good’ and 2 as ‘Unsatisfactory’ – giving an average peer review rating of ‘Satisfactory-Good’.

Performance of individual Delegation Members

- The current 'pool' of Delegation Members consists of 13 individuals who represent the concerns and voices of the TB affected community. Of these individuals, 12 participated in the performance appraisal process. Of the 12, three have been in the role for 4 or more years; six between 2-4 years; and three were selected more recently (within the last 6 months). **The review found a good degree of fit between the levels of experience and particular areas of expertise and skills of each of the 12 individual Delegation Members that participated in the review process.**
- Overall, the performance appraisal found **a good balance overall and a good degree of complementarity** between the skills, perspectives and experience of the current Delegation Members. A potential gap, however, is the **underrepresentation of young people and their unique perspectives** on the Delegation, currently. The LT may wish to consider finding ways to try to reach out to and attract more young/youth Delegation Members during the next Replenishment process.
- In terms of geographical representation among the current 13 Delegation Members, **representation is currently heavily biased towards the AFRO region:** with 8 Delegation Members based in sub-Saharan Africa (1 in Benin, 1 in DRC, 1 in Ethiopia, 1 in Kenya, 1 in Sierra Leone and 2 in Zimbabwe). Two Delegation Members are based in SE Asia/Pacific (1 in India, 1 in Indonesia), 2 in the Americas (1 in Peru and 1 in USA) and 1 in Europe (Russia). **This combination does not necessarily fully ensure that the issues faced by TB affected communities in all regions and countries** (high burden or otherwise) are represented and effectively 'voiced'; with Latin/Central America, Europe and the MENA regions particularly underrepresented, currently.
- **It is challenging for non-native English speakers to take part fully in discussions and fulfil their obligations as Delegation Member.** The Delegation must therefore decide whether non-English speaking Delegation Members can continue in their role; or whether more needs to be done to accommodate non-English speakers to ensure more geographical representation.
- The performance review highlights that, between them, the Delegation Members are fulfilling to a sufficient degree the essential and desirable criteria as outlined in the Delegation Member ToR found in the [Delegation Manual](#). However, **there is some degree of inconsistency in the overall performance of individual Delegation Members.** Of the 12 Delegation Members who participated in the process, four - or one third - did not fulfil three or more of the six rudimentary KPIs [based on an average rating from their fellow Delegation Members]; and one was rated as having not fulfilled any at all.

- **Key challenges identified include:** Lack of clarity over role and expectations; non-prioritisation of the role; poor or uncoordinated communication; logical issues (language barrier or time zones); need for training in certain aspects (e.g. document review).
- **The LT is also strongly encouraged to spend time reflecting on the best size of delegation to manage for this constituency; and whether a rotation out of some longer-standing members may be desirable in favour of bringing in some new energy.** It will be particularly important during the next Call for Replenishment that the Delegation also considers widening the geographical representation – while also acknowledging the challenges this brings in terms of time differences and language barriers – and also encouraging more youth representation; and thinks of the best ways to proactively attract such new members.