

JULY 2023

Operating Guidelines

European AIDS Treatment Group (EATG)



Revised by the General Assembly
2023

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Introduction

This sourcebook contains the Operating Guidelines, i.e., policies and procedures which govern the EATG, and is intended as an aid to organisational memory and transparent decision-making of the EATG. The Guidelines support the EATG's Mission, describe relevant responsibilities of the Board of Directors, Programme Committees, officers, staff and members and provide guidance on how to meet those responsibilities in accordance with current legislation and good practice.

Every member receives a copy of the Operating Guidelines by email when they join the organization and after every update.

All members are required to follow the Constitution and these Operating Guidelines approved by the General Assembly.

1. Review

The Operating Guidelines are reviewed regularly to ensure that they remain consistent with legislation and good practice and continue to be an essential tool for the Board of Directors, staff, members and Committees, in managing the fulfilment of the EATG's Mission and Operational Plan.

A report on the year's changes is provided by the Development and Membership Advisory Group at the Annual General Assembly.

In between General Assemblies any change to the Term of References needs a decision taken by the Board of Directors with a two-thirds majority. This decision remains in force until it is either ratified or amended at the next General Assembly.

2. Drafting Terms of Reference

Any member or member of staff can propose Terms of Reference for the EATG to adopt.

Terms of Reference should be written in plain English with clear definitions of any terms, which have a special meaning. Terms of Reference should be as short as possible.

All draft Terms of Reference should be clearly marked "draft" or "Working" documents until ratified by the General Assembly. To maintain a clear and alike Term of Reference it is advisable to consult the Development and Membership

Advisory Group when preparing a draft.

Terms of Reference should include the context, rationale and objectives and explain how this Terms of Reference links with the Constitution and other Terms of References in the EATG Operating Guidelines.

3. Reviewing Terms of Reference

Each Terms of Reference should mention the date of its last review. Terms of Reference are reviewed at least once every 4 years and are amended once any proposed changes are agreed upon during the General Assembly.

4. Agreeing to Terms of Reference

Membership consultation

It is important that:

- Terms of Reference change and new Terms of References are out for consultation for the membership on the extranet for at least 2 weeks.
- Feedback is provided to the proposing body that will come up with an amended version which will be forwarded to the BOD for adoption.

Approval by the board

Draft Terms of Reference are considered and adopted by the Board of Directors. On occasion they may be proposed directly to the next General Assembly, with the normal advance notification of four weeks. The Board may ask for changes, clarifications or refinements or choose to reject, amend or approve the draft protocol by a 2/3 majority.

It is the collective responsibility of the Board of Directors to take constitutional, legal or financial advice to ensure that the proposed new Terms of Reference do not violate the Constitution, the decisions of the General Assembly or relevant German law.

It is the responsibility of the Executive Director to ensure that the Terms of Reference and any amendments agreed by the Board are correctly recorded and that an amended version is circulated to the Board for verification before distribution.

Once the final version of a Terms of Reference is agreed by the Board it will come into force as soon as it has been sent out to members. However, such Terms of Reference remain a draft or working Terms of Reference until it has been ratified at a General Assembly. The date and minute of ratification is detailed under each protocol like this:

Confirmation by the GA

All new Terms of Reference or amendments must be put as proposals to the next General Assembly for ratification or amendment by the Assembly. This does not affect the right of the General Assembly to propose motions and amendments to the above documents.

After ratification of the Terms of Reference at the General Assembly, they move from being working documents approved by the BoD to official EATG policy.

It is the responsibility of the Secretary (which may be delegated to the Executive Director) to ensure that the new Terms of Reference are effectively distributed to all members. All members should respect the approved Terms of Reference and implement them.

Date	20/09/2020
17/08/2020	Draft, proposed by Overhaul Team
	Adopted as a Working Term of Reference by the Board
20/09/2020	Ratified by General Assembly

Guiding Principles and Mission

The European AIDS Treatment Group (EATG), founded in 1992, is an association of people from different nationalities and communities affected by HIV/AIDS in Europe and elsewhere.

The EATG is a registered charitable association (eV) under German law with a Secretariat in Brussels, Belgium.

Official address: Achenbachstr. 5 40237 Düsseldorf, Germany

Secretariat: Interoffices | Avenue des Arts 56-4c, 1000 Brussels, Belgium

1. Guiding Principles

The EATG shall:

- Be democratic and accountable, transparent and accessible to its members, people living with HIV, and their advocates.
- Reflect in its membership the diversity of people living with HIV and their advocates.
- Respect the diversity of people regarding considerations such as religion, gender, sexual orientation and lifestyle.
- Work to complement and collaborate with other relevant groups.
- Prioritize and regularly evaluate its activities according to its objectives, cost effectiveness, and fairness.

2. Mission

EATG is an organisation driven by people living with HIV and key affected populations that is committed to equitable, timely and sustainable access to effective prevention, diagnoses, treatment and holistic care for all people living with and affected by HIV and associated infections and morbidities.

The primary geographic focus of the EATG is the member states served by the World Health Organization Regional Office for Europe; however, the EATG will

consider opportunities to collaborate with and support similar efforts in other parts of the world.

3. Objectives

The objectives of the EATG are:

- To enable people with HIV or at risk of HIV infection, and their advocates, to provide significant input into the process of developing, testing and approving HIV treatments. When used in this statement HIV treatments mean medical devices and products and diagnostic tests that prevent or treat HIV infection or improve the quality of life of people living with HIV.
- To advocate for best practices of care and treatment for all persons living with HIV/AIDS.
- To advocate for the rapid introduction of existing and new HIV and co-infection (hepatitis and TB) treatments, medical devices and products and diagnostic tests.
- To promote the availability of appropriate information about HIV, Hepatitis and TB treatments for people with HIV, their health care providers, and health policy makers.
- To advocate for changes in legislation and patent law, and for the medical evaluation of generic medicines that would promote the availability of lower-cost HIV treatments.
- To advocate for changes in legislation and policies affecting the health, rights and quality of life of people living with HIV.

4. Methods

The EATG may employ the following methods to achieve its objectives:

- Advocacy and activism directed towards organisations and individuals; and conducting its activities through Programmes and projects, each consisting of people interested in a particular issue related to HIV.
- Representing the community perspective in the planning and presentation of scientific conferences and other meetings on HIV issues.
- Acting in an advisory capacity to pharmaceutical companies, government agencies, and scientific researchers and other relevant bodies.
- Conducting training sessions on HIV treatments and advocacy.
- Training people to become HIV treatment trainers.
- Translating, publishing and disseminating HIV and co-infections treatment materials.
- Networking and collaborating with organisations dealing with:
 - HIV infection.
 - Illnesses frequently seen in persons living with HIV, such as

- hepatitis C and tuberculosis.
- Substance use and harm reduction.
- Rights of certain populations affected by HIV, such as incarcerated persons and migrants, MSM, sex workers, transgender, and intravenous drug users.
- Human rights more generally.

Date	20/09/2020
17/08/2020	Draft, proposed by Overhaul Team
	Adopted as a Working Term of Reference by the Board
20/09/2020	Ratified by General Assembly

Governance

Term of Reference: General Assembly

1. Constitutional powers

In membership organisations like EATG, the highest decision-making body is the general membership expressed in EATG as the General Assembly (GA). It can make or overturn any EATG decisions subject only to:

- German civil and tax law in relation to Charitable Associations
- The Constitution
- Due notice being given of agenda items that require decision
- There being a quorum of 50% + 1 of the ordinary membership represented in person or by proxy. Each voting member present can hold a maximum of two proxies. In case this quorum is not reached a subsequent GA can be called immediately, which will be a quorum with the membership represented in person or by proxy.

The GA is called at least annually by the Board of Directors with at least four weeks written notice. The Constitution (article 5) identifies the tasks of the GA. A detailed agenda and all documents relative to these tasks should be delivered to all members at least four weeks in advance, preferably by email.

The GA is open to all members to attend but not to the public. Members who cannot attend may nominate a proxy. The GA may allow the presence of guests for all or part of the GA by simple majority vote.

Extraordinary General Assemblies may be called by:

- The Board
- A request of a quarter of the ordinary members, giving written reasons.

Extraordinary GAs have the same notice as the Annual GA, but only address the specific issues identified in the notice rather than the full list of reports and decisions that need to be addressed by the Annual GA.

In case of utmost urgency, the invitation can be given up to within one week of the GA if this is decided by the Board of Directors. However, changes in the Constitution cannot be named as a case of utmost urgency.

2. Delegation of Authority

Members and staff of EATG are bound by decisions taken by the GA.

3. Standing orders for conducting the General Assembly

The business of the GA is conducted in English. German translations are made of certain records and minutes in accordance with German Law and the Constitution.

The GA may occur in three formats: face-to-face, online, or hybrid (i.e. some participants face-to-face and some online).

4. Chairing the Assembly

The GA elects the chair of the GA and may also elect an assistant chair. The Board may approach members in advance of the GA and recommend these members as chair to the GA.

The chair has the following roles and responsibilities:

- To validate the call for the GA, there being a quorum, and the presence of staff/guests.
- To direct the meeting and facilitate effective decision-making and ensure that disagreements are handled in a respectful manner.
- To facilitate the process of the meeting via time-management, determination of the order (and variety) of speakers, etc.
- To ensure the implementation of standing agenda items as mentioned in the Constitution (article 5).
- To intervene in conflicts (including requiring a person to leave the meeting) or suspend the meeting for a period of time if personal antagonisms appear to be obstructing proceedings.
- To ensure a correct voting process.

5. Standing agenda items

The person/s delegated to chair the GA must ensure that the agenda is in accord with article 5 of the Constitution.

Proposals to change the Constitution or terminate the EATG must be included in the invitation to any GA.

All other proposals or motions should be submitted one week before the GA at the latest; this would allow for review of the motions by DMAG and/or our German lawyer ahead of the GA, as needed. In case of motion/s submitted after the above deadline, including during the GA itself, it is at the total discretion of the chair of the GA to either allow or refuse such motions. If allowed by the GA chair, DMAG may ask for a necessary break to check the proposed motion against the EATG constitution and Operating Guidelines.

6. Moving to decisions

The chair of the GA is in charge of the correct voting and decision-making procedures according to the EATG Constitution and the approved Terms of Reference. The final legal liability remains however with the Board.

The right to vote is limited to the ordinary members, who may exercise this right either in person or by written proxy. Any ordinary member can hold a maximum two proxies. Supporting and honorary members have the right to speak, make proposals and call for decisions, but they do not have the right to vote.

After presenting and clarifying the proposal and allowing a reasonable time for general discussion of any related topic, the chair should initiate the process of reaching a decision about a specific proposal.

In case there is no agreement the chair will invite at least one speaker for and one speaker against a proposal before starting the voting.

7. Voting process

The vote counters or relevant software count the votes for each vote and election and ensure that proxy votes are duly counted.

All results of any voting by the GA must be recorded in the minutes, including the numbers of votes in favour, against and abstaining. In secret voting, blank and invalid votes shall be counted and minuted accordingly.

If a vote ends in a tie, voting has to be repeated immediately. If a second vote comes to a tie, the GA chair will cast the deciding vote.

The GA votes by absolute majority (as defined below). If an absolute majority is not reached, a second round is needed. The second round will be by simple majority (as defined below).

Votes will be given using relevant software, by show of hands, or by acclamation, unless any member asks for a secret vote. Members who don't use one of the voting options below have no effect on the calculation of the majority.

The Board will always be elected in secret voting.

In any voting (including secret voting), except elections for the Board and other bodies, the voting options are:

- In favour/YES
- Against/NO
- Abstention.

First round – the GA votes by absolute majority

Absolute majority voting is defined as 50% plus 1 of the total votes/ballots including proxies. At times the total number may be more or less than the number counted when the quorum was established as latecomers still have the right to vote or persons may have left the meeting room.

In case an absolute majority is not reached in the first round, a second round is needed.

Second round – the GA votes by simple majority

Simple majority voting is defined as 50% plus 1 of the total votes/ballots after subtracting abstentions. In secret voting by paper ballots, blank and invalid ballots are also subtracted.

Blank and invalid paper ballots in secret voting are defined as:

- Ballots defined as blank, have no “YES”, “NO” or “Abstention” marked.
- Ballots defined as invalid are crossed, ticked or otherwise marked differently than instructed by the GA chair.

Blank paper ballots and invalid votes must be counted and minuted separately. In case of a tie in the second round the GA chair will cast the deciding vote.

8. Election of the Board

Nominations will be taken at the GA where the election is to take place. Only ordinary members can stand as candidates for the Board. EATG aims to have a majority of seats on its Board for people living with HIV and 2 seats for women. No person may stand as Director for more than two terms of office, consecutive or non-consecutive. The term of office is three years.

Ballot papers and software voting options for the election of the members of the Board will be distributed prior to the voting. Members will indicate the names of candidates they want to elect as members of the Board, up to the maximum number of candidates decided. No name may appear twice on the same ballot/vote.

All results of the votes in each round must be recorded in the minutes, i.e., the

total number of ballots and the number of votes for each candidate. The number of blank and invalid ballots/votes shall also be counted and minuted.

Election procedure:

The GA decides on the number of Directors for the upcoming Board.

First round – the GA votes by absolute majority

- **Absolute majority voting is defined as 50% plus 1 of the total votes cast including proxies.**
- In case the number of Directors elected does not fulfil the decided number of Directors, a second round is needed.
- The candidates with the most votes are elected. In case of a tie between the candidates with the lowest number of votes and there are no Board vacancies for both candidates, the voting has to be repeated immediately between these candidates to fill the one available Board position vacancy.

Second round – the GA votes by simple majority

- All candidates standing within the first round that were not elected after the first round will go to the second round. **Simple majority voting is defined as 50% plus 1 of the total votes cast after subtracting abstentions, blank and invalid ballots/votes.**
- The candidates with the most votes are elected. In case of a tie, the GA chair will cast the deciding vote.
- In case the total number of Directors elected in first and second round does not fulfil the decided number of Directors, the GA will be asked to decide whether to stay with the decided number or accept the total elected in first and second round. If the GA does not accept the total elected, a third round is needed.

Third round – the GA votes by simple majority (see definition above)

- The candidates with the most votes are elected. In case of a tie, the GA chair will cast the deciding vote.

9. Recording of decisions and minutes

It is the responsibility of the Board Secretary to ensure that correct minutes are taken and distributed in accordance with the Constitution, German and Belgian law, and these Terms of Reference. This responsibility may be delegated to the Executive Director. The GA chair may indicate what is not to be minuted.

Minutes of a GA have to be circulated to members within six weeks following the GA, accompanied by a copy of the new budget as amended and agreed by

the GA.

A German translation of the minutes must be produced and filed in the Office and with the Vereinsregister. The exact wording of Constitutional changes and all proposals has to be recorded in these minutes.

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17/06/2021	Draft, proposed by Overhaul Team
	Adopted as a Working Term of Reference by the Board
25/09/2021	Ratified by General Assembly

Term of Reference: EATG Board

1. Introduction

The General Assembly is the ultimate governing body in EATG. The Board is the governing body which performs governance duties between meetings of the General Assembly.

- The policies in this manual describe the Board's governance role and responsibilities, and how it will perform them: it addresses the Terms of Reference of the Board (the board governance process as well as board delegation of authority to the Executive Director) and the Board Policy Directives to the Executive Director (strategic outcomes and risk boundaries).
- Should any conflict between the policies in this manual and relevant legislation arise at any time, relevant legislation will take precedence.
- Should any conflict arise between the policies in this manual and EATG's Constitution, EATG's Constitution takes precedence.
- Any policy in this manual may be added to, amended or deleted by the board at any time, subject to 1 and 2 above. Changes to this manual need to be submitted to the GA for ratification.
- EATG management policies, procedures and activities may be created by the Executive Director in accordance with the delegation of authority outlined in this Board Manual.
- This Board Manual is intended to address the internal role and responsibilities of the Board, and specifically the relations between the Board and the ED. It is not intended to address the relations of the Board externally, with the outside world as representatives of an organisation driven by people living with HIV and key affected populations, e.g., in HIV/ health policy advocacy, or public relations.

2. Governance

2.1. Legal obligations of Directors

The legal responsibilities of the Directors of charitable associations are set out in:

- The German civil law on Charitable Associations: Bundesgesetzbuch (BGB), §§ 21-79
- German tax regulations for Charitable Associations: Abgabenordnung (AO), §§ 51-60

English translations of these documents are available at the Office.

No decision of the Board may overrule these laws and regulations, EATG's Constitution or other matters decided by the General Assembly (GA), except where the GA has inadvertently made a decision which violates German law.

The overriding legal duty of Directors is to act in good faith (i.e., in the belief that what they are doing is correct) within German charitable law. Directors are expected to act reasonably and prudently in all matters relating to the charitable association and in its long-term interest. Directors therefore need to know about the legal, financial and managerial issues affecting EATG, although they are not expected to have expert knowledge. If Directors do not seek advice on matters on which they are not expert, be they legal, financial or managerial, they could be regarded as having acted imprudently and may be personally liable for the consequences.

2.2. Responsibilities of Directors

The Board has collective legal responsibility for all EATG's activities on behalf of EATG's members who collectively have ultimate authority over EATG. The Board remains accountable to EATG's members for all EATG's activities but delegates day-to-day management of the association to the Executive Director (ED). All Directors are responsible for familiarising themselves with their obligations under the Constitution and the ToRs agreed by the GA.

2.2.1. Linkage to Members as the Collective Ultimate Authority over EATG

The Board of Directors, acting collectively, represents the interests of the EATG membership through:

- Directing EATG towards the realisation of its mission.
- Ensuring that the organisation is effectively managed through its ED.
- Ensuring that EATG has the resources to fulfil its Mission and Strategic Plan and that these resources are both protected and utilised properly.
- Ensuring that EATG membership is adequately and regularly informed about the activities of EATG and their effectiveness.
- Calling the GA at least once a year to review matters contained in Section 5 of the Constitution.
- Ensuring that all appropriate documents and resolutions are filed with the Vereinsregister within the appropriate time limits.
- Reporting to the GA.

2.2.2. Representation in Court and Other Affairs

The Board represents EATG in court and all other affairs in accordance with the Board's collective intent. The Chair represents EATG in court on his or her own. The other Directors represent EATG in court only when two act together

(Constitution 7.11).

2.2.3. Long Term Strategic Outcomes

The Board is responsible for the development and prioritisation of EATG's long-term Strategic Outcomes, and for monitoring their delivery. The Board shall also review these in light of changing environmental, economic and external factors for the production of the ED's workplan.

2.2.4. Audit

The Board shall ensure the adequacy of the external audit and full cooperation with the external and internal auditors.

The Board is responsible for the appointment of External Auditors and their remuneration, by agreement of the GA.

The Board shall cooperate with the Internal Auditor/s as described in their Terms of Reference.

2.2.5. Annual Report and Accounts

The Board is responsible for the approval of the Annual Report and Accounts for presentation to the GA.

2.2.6. Reserves

The Board is responsible for EATG's reserves policy in line with German legislation.

2.2.7. Writing off Bad Debts, Authorising Cash Losses, Issuing Credit Notes

The Board is responsible for writing off bad debts, authorising cash losses, issuing credit notes.

2.2.8. Financial and Human resource mobilisation

The Board shall create, coordinate and oversee the implementation of the fundraising policies needed to reach the goals of the organisation.

2.2.9. Meeting Attendance and Preparation

Directors shall attend Board meetings and read any background documents in advance of meetings, e.g., financial reports, monitoring information, programme updates. Meetings may occur in person or virtually/online.

2.2.10. Collective Responsibility

Directors shall act as a collegiate body with collective responsibility. Directors

are collectively responsible for the activities of EATG and must act together. No Director acting alone can bind his or her fellow Directors, unless specifically authorised to do so; this includes (but is not limited to) negotiating, making promises, agreeing to anything or entering into any contracts on behalf of EATG.

A Director is bound by the decisions of fellow Directors even if not present at the meeting where the decisions were taken.

2.2.11. Public Image

Directors shall promote the good name and reputation of EATG.

2.2.12. Code of Conduct

As members of EATG, Board members adhere to EATG's Code of Conduct and Conflict of Interest policies as spelled out in our Operating Guidelines. In addition, the Board commits itself and its members to ethical, business-like, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

- Loyalty
Board members must have loyalty to the membership, unconflicted by loyalties to any particular constituency, other organizations, and any personal interest.
- Exercise of Powers
Board members are responsible for exercising the duties of their office honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Board members may not attempt to exercise individual authority over matters delegated to the ED.

Board members will be expected to maintain an accessible email account and be responsive. Board members shall notify the board if they will be out of email communication for a week or more.

- Conflict of Interest
Board members must act in the best interests of EATG and disclose any possible or real conflict of interest.
- Member Relationships
When the Board considers an issue about which a Board member has a potential or perceived conflict of interest, that member will disclose the conflict and offer to withdraw from the discussion and vote.

- **Personal and Business Relationships**
Board members will not allow personal or business relationships with the ED or other board members to supersede or in any other way interfere with the business of EATG.
- **Disclosure of Business**
Board members or their immediate family members will not take advantage of their position or act in their own interests in a transaction rather than in the interests of EATG. The only exception to this is when openness, competitive opportunity, and equal access to otherwise "inside" information are assured, and where there are no other acceptable resources available. Annually and as appropriate at any point during the year, Board members will disclose their involvements within the organization and with other organisations which might be or might reasonably be seen as a conflict.
- **Prior Disclosure**
Prior to election to the board, a prospective board member shall be informed of this policy and complete the Conflict of Interest Declaration.
- **Confidentiality**
Board members will respect the confidentiality appropriate to issues of a sensitive nature. All matters discussed at Board meetings are confidential and any Board member who wishes to annul confidentiality must seek approval of the Board before doing so. However, the Board publishes minutes for the members, which are not confidential but are for EATG internal use only.

2.3. Role and Responsibilities of the Chair of the Board

The Chair's role is to ensure the Board fulfils its responsibilities for governing EATG according to the Constitution and the Board's Terms of Reference/Policy Directives.

2.3.1. Chairing Board Meetings

The Chair shall chair Board meetings and ensure their organisation in accordance with the Constitution and this Manual. The chair may delegate the chairing of a Board meeting to another elected Board member or the ED. Decisions are taken by consensus or by simple majority of votes. Decisions may be made in writing or by phone, or email and the decision is to be noted in the Board Minutes. Proxy votes may be used, being transferred to a named Director. Proxies must be in writing and specify whether the proxy is for all decisions and

votes that may arise during the meeting or only for specific itemised votes or decisions.

2.3.2. Organizing Board Meeting Agendas

The Chair shall ensure the preparation of the agendas for Board meetings in consultation with the Secretary and the ED.

2.3.3. Reporting to Members

The Chair shall ensure that decisions made at Board meetings are reported to the members.

2.3.4. Conduct Advice

The Chair shall advise individual Directors on the proper conduct of their role, and shall ensure liaison between Board members who are in strong disagreement or in need of conflict resolution. All Board Members have a duty to advise the Chair of any breach of the duties by the Chair or any other board member in accordance with this manual.

2.3.5. Communications

The Chair shall represent positions of EATG and act as a spokesperson for EATG based upon positions agreed with the Board or previously approved statements.

2.3.6. Board Development

The Chair is responsible for ensuring (1) the induction of new Board members; (2) ongoing Board development and training; and (3) annual appraisals of Board performance.

Specific to the induction of new Board members, it is important to ensure they understand:

- The Mission, Strategy and Implementation Plan of EATG.
- EATG's constitutional and financial framework.
- The longer-term context in which EATG's operations take place.
- The respective roles of the Staff, ED, Committees/Task groups, Directors and lines of reporting and accountability within EATG.

2.4. Role and Responsibilities of the Vice-Chair of the Board

The Board of Directors may elect a Vice-Chair, who may not hold the office of Secretary or Treasurer at the same time. The Vice-Chair shall replace the Chair of the Board when the Chair is absent or incapacitated, or by agreement and delegation of the Chair and help the Chair ensure the Board fulfils its responsibilities for governing EATG.

2.5. Role and Responsibilities of the Secretary to the Board

The secretary shall support the Chair in planning, reporting and delivering on the proper governance function of the board particularly in ensuring the integrity, communication and safe-keeping of the Board's documentation.

2.5.1. Legal Operation

The Secretary shall assist the Board and Chair in ensuring that EATG operates in accordance with relevant German law and oversee compliance with legal and Constitutional reporting requirements.

2.5.2. Board Documentation

The Secretary shall ensure that agendas and minutes are drawn up to assist the Chair and keep the membership informed. The Secretary shall send the agendas for Board meetings to the members for their information. Board minutes will normally be taken by the Secretary. The Secretary shall release to EATG members a summary of Board decisions within 10 days of each Board meeting and the full minutes within 3 months.

2.5.3. Membership Records

The Secretary shall ensure that records of membership are securely kept and are accurate. Such records are stored at the Secretariat.

2.6. Role and Responsibilities of the Treasurer of the Board

The Treasurer shall oversee the implementation of correct financial and fundraising systems and procedures in accordance with the Board's Manual and decisions, the Constitution and legislation, and in support of the EATG long term strategy.

2.6.1. Communications with Internal and External Auditors

The Treasurer shall ensure good communication with the Internal and External Auditors, especially in terms of their recommendations for improved finance-related procedures.

2.6.2. Correct Financial Practices

In consultation with the ED, the Treasurer shall verify that correct financial practices are being followed throughout EATG.

2.6.3. Financial Reports & risk assessments

The Treasurer shall ensure that proper financial reports are presented to the membership every 6 months, including at the GA, as well as to each meeting of the Board. Such reports shall include a demonstration of how expenditures

relate to our strategic goals and objectives (LTS), and also an anonymised list of all paid work done by members (amount of days worked and total amounts paid).

The treasurer shall ensure a review of financial risk management is conducted at least twice a year.

3. Board-Executive Director Delegation

3.1. Overall Board-Executive Director (ED) Delegation

The ED is employed by the Board and is accountable to the Board for implementation of EATG’s Strategic Outcomes and Risk Boundaries as set out in accordance with the governing documents and decisions of the members’ General Assembly (GA). Therefore, the Board monitors the ED’s performance against its Strategic Outcomes and Risk Boundaries.

The ED shall attend Board meetings ex officio.

3.2. Monitoring ED Performance

The Board will allow the ED the freedom to operate within any reasonable interpretation of the Board’s Strategic Outcomes and Risk Boundaries as long as the ED can justify the reasonableness of their interpretation to the Board’s satisfaction and provide measurable evidence of compliance. Each Outcome and Risk Boundary will be monitored according to a regular schedule. However, the Board may also call for a monitoring report at any time by any method, e.g., ED Report, Direct Board Inspection or External Audit.

Annual Performance Evaluation shall be done on the basis of the results of monitoring throughout the relevant year. Based on the Performance Evaluation, a professional development plan will be agreed with the ED as needed for the coming year.

One Voice

The Board is a collective authority; therefore the ED shall not be instructed by any one member or officer or sub-set of the Board or any member or sub-set of the general membership without the clear agreement of the Board as a body. The Board will at all times stand by its delegation under the terms of this manual.

Date	25/09/2021
17/06/2021	Draft, proposed by Overhaul Team

	Adopted as a Working Term of Reference by the Board
25/09/2021	Ratified by General Assembly

Terms of Reference: Internal Auditors

1. Statement of purpose

Internal auditing is an independent and objective activity designed to add value and improve EATG's operations. It helps EATG accomplish its objectives by bringing a systematic, disciplined approach exclusively to evaluating and improving all EATG finance-related matters.

2. Objectives

The objectives of the Internal Auditors are:

- To report to the members at the General Assembly (GA) of the EATG on how the organisation is run on a day to day basis, how risk is managed and whether the organisation's funds are spent in accordance with the spirit of the Constitution.
- To check the finance-related aspects of the application of the rules of the Constitution, the decisions of the GA, the procedures outlined in the existing Terms of Reference (ToR), and the decisions of the Board of Directors (BoD). The field of intervention by the auditors includes the financial aspects of all activities of EATG.

3. Election of the Internal Auditors

The Internal Auditors' Group is comprised of two members. Internal Auditors are elected for a three-year term and may serve one additional three-year term either consecutively or at a later date. Where an IA position becomes vacant between GAs, an Emergency GA can be convened online (virtually) to elect a replacement.

Any candidate may not be a member of the BoD, nor may they be members of any group appointed by the BoD.

4. Responsibilities

- The Internal Auditors submit a report on the previous year's accounts and management of relevant activities to the GA. They may also at any time take the initiative for extraordinary reports required by the circumstances.
- The Internal Auditors must in addition submit a fiscal year-end report to the External Auditors in the first quarter of each year before the audit by External Auditors.

- The Internal Auditors decide autonomously on the timing and the extent of their investigations, within the budget available. All members, employees and consultants are required to fully cooperate with the Internal Auditors in their investigation of finance-related activities. The Internal Auditors are accountable to the GA only.

5. Procedures

5.1 Handover

A handover meeting between any remaining and outgoing Internal Auditor with any incoming Internal Auditor shall take place to brief the incoming Internal Auditor about the previous year's internal auditing work. This meeting shall occur within four weeks after the GA where the incoming Internal Auditor was elected.

5.2 Report to the GA on the internal audit of the previous year's accounts and management

The Internal Auditors are required to report to the GA on the accounts and management of the activities of the EATG covering the previous fiscal year. This report should include:

- Recommendations for changes or improvements in the areas covered by the investigation
- Follow up on any recommendations included in previous internal audit reports.
- A recommendation whether or not to exonerate the members of the BoD.

The following areas should be covered by the investigation leading to the annual report:

5.2.1 General Systems and procedures

- Are the existing finance-related systems and procedures adequate (ToRs, authorisations, BoD decisions)?
- Are all accounting records properly documented?
- Is the list of accounts in accordance with the organisation's requirements?
- Is the bookkeeping system appropriate with auditing rules?

5.2.2 Specific to fiscal year in review

Finance and accounting:

- Cash and bank accounts, assets and liabilities.

- Purchasing and reimbursements.
- Membership fees and other income.
- Budget and its execution/liquidation.
- Review and discussion of the external auditor's report to ensure follow-up on their recommendations or suggestions.

Administration:

- Employment contracts and contracts with subcontractors.
- Insurance contracts.
- BoD minutes.
- Tax exempt status.

In order to comply with §13.4 of the Constitution, the Internal Auditors' annual report to the GA must arrive at the EATG Office at least five weeks in advance of the annual GA.

In case of extraordinary reports by the Internal Auditors during the year (not the annual report), these can be sent to the membership either directly by the Internal Auditors or through the office.

5.3 Report to the External Auditors on the internal audit of the previous year's accounts and management of activities

In addition to the report provided to the General Assembly, Internal Auditors must submit a fiscal year-end report to the External Auditors in the first quarter of each year before the audit by External Auditors.

This report will focus on confirming the correctness of EATG's accounting practices and compliance with the Constitution.

5.4 Budget and relations with the Board of Directors

The Internal Auditors have their own budget and must include an expense report in their annual report to the GA.

The Internal Auditors can suggest that the BoD obtain professional advice on specific issues.

The Internal Auditors may choose to consult with or provide an interim report to the BoD prior to submitting their annual report. This can be done at any time prior to the annual report and would focus only on the specific topic of concern.

6. Confidentiality

Internal Auditors safeguard the information that they receive. Any disclosure of information should be authorised only on the basis that there is a legal or professional requirement to do so, and must be GDPR compliant. Any information gathered in an audit must not be used for any purpose other than conducting the duties of the internal audit.

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17/08/2020	Draft, proposed by Overhaul Team
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20/09/2020	Ratified by General Assembly

Term of Reference: Governance Meeting

1. Purpose

To advise the BoD by providing non-binding recommendations on governance matters.

2. Objective

To consult internally with selected members and staff on governance matters chosen by the BoD relative to

- important strategic decisions, or
- specific matters related to the delivery of EATG's mission and strategic priorities, e.g., long-term strategic outcomes, fundraising policy, how the BoD communicates with and reports to EATG members.

3. Context/rationale

Governance Meetings function in accord with the Constitution and BoD Manual, especially in relation to

- helping the BoD fulfil its governance role and responsibilities (Cf. responsibilities of the Directors as well as those of the Chair, Vice-Chair, Treasurer and Secretary, as noted in the BoD Manual)
- not impinging on tasks delegated to the ED, namely, implementation of EATG's Mission and Long-Term Strategy, and operational management (including risk management)

4. Composition

- all BoD members
- selected staff and members, varying by topics identified by the BoD
- wide representation, e.g., PLHIV, key population reps, WHO European sub-regions, gender
- no more than 15 people, varying by topics identified by the BoD

5. Meetings

Governance meetings are normally convened on an ad hoc basis, at the invite of the Board Chair, and occur face-to-face, or via email or teleconference. A governance meeting should be held at least once a year unless there are exceptional reasons not to do so and justification given to the EATG

membership. Minutes from Governance Meetings, including any recommendations, will be made available to EATG members.

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Membership

Terms of Reference: Membership Types

1. Categories of membership

There are three kinds of membership:

- A. Supporting Membership
- B. Ordinary Membership
- C. Honorary membership

2. Criteria for membership

EATG manages its process of accepting new members aiming for a minimum of two-thirds of the Ordinary Members of the organisation being PLHIV.

Applicants become supporting members in their own right as individuals rather than delegates from an organisation.

However, applicants must demonstrate some relevant link to the HIV/AIDS epidemic. Involvement in country-level activism on HIV/AIDS and related infections is especially welcome.

Applicants must be able to understand and speak English, since the official business language of the EATG is English.

Applicants must support the Mission and Vision of the EATG.

No individual employed in the pharmaceutical industry, an entity with commercial interest in HIV or a governmental agency dealing with HIV-drugs or HIV/AIDS-health policy issues may become an EATG member.

3. Application

The application for supporting membership shall be sent to DMAG in its entirety. The application form is available from the EATG website.

4. Membership application approval process

Upon receiving a complete application, DMAG will confirm receipt with the applicant.

Prior to being accepted as a supporting member an applicant may be invited as guest to attend meetings of the EATG.

DMAG makes motivated recommendations to the Board of Directors twice a year on whether to accept, reject, or defer applications for membership.

The ToR on Membership Recruitment and Involvement clarifies how to secure a fair, effective and transparent membership approval process.

4.1 Supporting Membership

Individuals acquire Supporting Membership if they support EATG's aims. Supporting Membership may be granted by the Board of Directors upon advice from DMAG after written application. The Board of Directors informs the General Assembly on new Supporting Members and rejected applications. In cases of conflict between the Board of Directors and DMAG as far as granting Supporting Membership status, the next General Assembly will decide.

After a positive recommendation from DMAG and the acceptance of an applicant by the BoD, the applicant becomes a Supporting Member. This status means that the member can participate in all EATG events, make proposals but does not have a voting right in the General Assembly (GA).

Unsuccessful applicants should be notified in writing by the Office after the BoD's decision. Where an applicant has been rejected for reasons which may be improved, the notification should make appropriate suggestions to allow the applicant to make such improvements and reapply.

Applicants living outside Europe (Europe as defined by WHO) will only be accepted within the EATG as supporting members.

4.2. Ordinary Membership

Ordinary members are actively participating members with full voting rights at the General Assemblies.

No Ordinary member may vote on any financial matter, which involves a potential advantage to them, their family, or any group they are member of. They must declare any such interest should they speak on the matter. While the decision to declare is a personal one, deliberate failure to declare may result in the vote being invalidated.

Any Ordinary member who becomes a contracted employee of EATG will automatically become a Supporting Member for the duration of their period of employment. Ordinary members who have chosen to live outside Europe for more than six months will automatically become supporting members.

4.3 Honorary membership

Former members can be granted honorary membership status by Board recommendation. The General Assembly is required to approve new honorary members with a 2/3 majority of Ordinary Members. Honorary Members can exceptionally be invited to attend General Assemblies but are not admitted to sessions where voting or elections take place.

Honorary membership is typically offered to long-term members who are considered to have made a major contribution to EATG and/or the community of people living with HIV, and who no longer fulfil ordinary/supporting membership criteria.

Honorary Members are not on mailing lists used by ordinary/supporting members, have no voting rights, do not submit an annual declaration of interest and do not pay a membership fee.

5. Changing membership status

5.1 Upgrading of membership

After one year as Supporting Member, the BoD on DMAG's recommendation can decide to upgrade a supporting member to ordinary member or leave the membership status as is based on level of activity.

5.2 Downgrading of membership

Once a year, upon advice from DMAG, the BoD can change a member's membership status from Ordinary to Supporting for three reasons:

- Written request by the member for a limited or unlimited period.
- A member fails to participate in E.A.T.G. activities for a period of more than one year.
- A member fails to submit a completed Declaration of Interest (DOI) form after being reminded twice.

Any member failing to complete their DOI will be asked twice in writing to submit the DOI. The letter will point out that voting rights may be withdrawn if the DOI is not submitted within 4 weeks.

Any decision to change the membership status must then be notified to the member within one month by electronic communication. The concerned member can object to any change of membership status in writing within two months after being notified. The objection suspends the change of membership status. A final decision is then to be taken by the subsequent General Assembly, in which the concerned member will be given the possibility to defend their objection.

When the term of one month is not respected, the ordinary membership ends on the first day after this period.

5.3 Ending membership

Ordinary and Supporting membership terminate:

- a. on resignation
- b. on exclusion
- c. on death

Relative to exclusion, article 10.3.A of EATG's Constitution notes that exclusion from EATG (termination of the individual's membership) can take place if a member repeatedly and knowingly offends against the Constitution or EATG's interests, and if a member fails to pay their membership fees.

The following are examples of what may be considered as reasonable grounds for exclusion:

- No longer fulfilling criteria for membership, e.g., with respect to employment or other conflicts of interest.
- Making false statements in public or publishing libellous statements about EATG or its members, including on social networks.
- Releasing confidential EATG information to someone outside EATG or misusing such confidential information.
- Assaulting or seriously insulting other members or staff, including relative to their sex, gender, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, migration status, disability, age or sexual orientation.
- Endangering the life or physical integrity of other members or staff.
- Committing a serious criminal offence according to German law.
- Harassing, bullying or discriminating against members or staff.
- Committing fraud or other serious financial misbehaviours.

The decision of expulsion is made by the BoD which then notifies the member in writing using electronic communication. The member can appeal the BoD's decision to the GA, but must do so by writing to the BoD within one month of being notified of their decision. The General Assembly will then decide with a simple majority vote.

In cases of conflict between Board of Directors and DMAG as far as expelling a member, the decision must be referred to the General Assembly; this will halt the expulsion procedure, but the member's rights will be suspended until the

next General Assembly.

With termination of membership all claims resulting from the membership relation are withdrawn, with the exception of EATG’s claim on past unpaid membership fees. Refunds on fees, material contributions and donations will not be made.

Honorary Membership terminates:

- a. on a declaration of the Honorary Member to the General Assembly to resign
- b. on removal of Honorary Membership by a 2/3 majority of Ordinary Members

6. The Welcome Package

New members will receive a Welcome Package, which include the following:

- 1. Welcome letter from the chair of the BoD and/or ED
- 2. EATG documents relevant for members, e.g., Constitution, Operating Guidelines, Guide information

7. New members’ meeting

EATG will seek to develop opportunities for new members to network. At the GA there will be an introductory meeting for new members to learn more about EATG.

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Terms of Reference: Members' Rights, Responsibilities and Meaningful Involvement

1. Background

EATG membership comes with several rights and responsibilities, including notions of meaningful involvement, that impact on both EATG and the member,

When the number of EATG members increases, there is extra burden on staff and elected members, especially around potential obstacles to the meaningful and active involvement of all members in the work of the organisation.

It is a priority for EATG to provide as many opportunities as possible for members to contribute, whilst at the same time, members should seek ways that their skills and experience can benefit EATG to meet its Long-Term Strategy.

Due to the growing membership, within the office there should be a staff member whose duties include membership engagement coordination, allowing the ED to focus on development issues as part of his support to DMAG.

2. Objectives

This ToR aims to provide clarity around contributions EATG members can make to the organisation, what they might be *expected* to contribute, and membership rights associated with being a member of EATG.

3. Definition: meaningful involvement

Meaningful involvement of members can be defined in several ways. In essence, meaningful involvement is participating as a volunteer member in EATG activities, in order that we can fulfil our mission and legal responsibilities as a membership organisation. Involvement can include any of the following:

- Active contribution to BoD, DMAG, ECRC, Internal Auditors or similar bodies.
- Active contribution to any EATG programme, task force or any other comparable activity.
- Active involvement in a review process (e.g., documents).
- Active participation in one or more ECAB meetings in any volunteer capacity.
- Planning and contributing to or attending training or other events organised by EATG in any volunteer capacity.

- Contributing to the planning or discussion, speaking at, or attending and reporting on an external event officially on behalf of EATG.
- Long-term active representation of EATG with an external agency (e.g., EMA, EACS, WHO).
- Contributing to a blog featured on the EATG website.
- Participating in information provision during EATG webinars, or for EATG research papers or publications, including translations.

4. Rights and Responsibilities

4.1. Member rights

As a membership organisation, it is a priority for EATG to provide opportunities for members to contribute, participate, and engage with activities that support the organisation meeting its long-term objectives. EATG members have the right to engage with EATG at whatever level is appropriate for each person.

EATG should therefore communicate to the membership regularly on:

- Opportunities to join new or existing member groups, such as programme committees or task force groups, as soon as they emerge.
- Opportunities to attend on a voluntary basis (unless funding is available) external meetings in which EATG is participating.
- Opportunities to contribute to other areas of EATG activities, all of which should have significant member contribution.

4.2. Member responsibilities

Being an EATG member also brings with it several responsibilities. As a member organisation, it is vital that EATG is seen to involve members in as many areas of its work as possible. For members, this entails seeking opportunities to contribute to EATG's work.

It is also appreciated that the vast majority of EATG members are already in employment, and as such the extent to which a member can contribute to the work of EATG will be affected by other commitments.

That said, and when an EATG member can commit, they are expected to:

- Seek opportunities to participate in member groups relevant to their area of expertise.
- Contribute to active discussions, or make comment on documentation, in areas in which they are knowledgeable and that would benefit EATG.
- Seek opportunities to volunteer as a representative of EATG on external bodies.
- Respond to requests for information from members on the Member List.

5. Documenting engagement

The value of a member organisation is in the engagement of its membership. For EATG this means there should be a process of documentation and evaluation to monitor member contributions to the organisation. This will enable EATG to confirm its work is consistent with its mandate and provide targeted support of members who wish to be involved but find it difficult to find an appropriate area of activity.

To confirm levels of engagement and evaluate its effectiveness, EATG will:

- Track (note and record) member activities with and for EATG.
- Publish annually for the GA an anonymised report of member engagement so all members can appreciate EATG’s function as a member organisation.
- Offer guidance and support for members seeking increased involvement but unable to find a suitable activity.
- Communicate with members who minimally engage with EATG to explore factors that may be contributing to this, and possible resolutions.

If a member is unable, or unwilling, to be involved with any of EATG’s activities, DMAG will communicate directly with the member to discuss possible options to ensure the member is able to make a meaningful contribution consistent with the requirements of a member organisation.

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Term of Reference: Membership recruitment and involvement strategy

1. Objectives

This ToR aims to ensure that EATG achieves and maintains a diverse membership which includes a range of skills and experience agreed to be important for the good functioning of the organisation.

Recruitment of new members should focus on gaps in representation and on the skills/expertise needed for the successful delivery of the Long-Term Strategy and Work Plans.

This ToR gives clear guidance for targeted recruitment, guidelines to evaluate applications, and a plan to assess outcomes.

2. Values and considerations

EATG is an organisation driven by people living with HIV and key affected populations dedicated to activism and advocacy.

Its membership should have a majority of people living with and/or at risk of HIV, associated blood born and sexual transmitted infections and morbidities. In fact, it is an agreed EATG policy that we should strive to have two-thirds of members be people living with HIV.

When recruiting and accepting applications we need to keep these considerations in mind.

3. Recruitment process

While there is no automatic right to membership, EATG membership is open for applications from individuals currently living in the WHO Europe zone.

Recruitment of new members can arise from unsolicited applications or through active recruitment. An optimum size of membership (which may be limited or unlimited) and priority categories for new memberships should be approved by the GA, based on recommendations from the BoD and Executive Director.

Membership recommendations (by DMAG) and decisions (by the BoD) will be prioritised in accordance with this.

Active recruitment can be done in a variety of ways, including:

- Activities organised by EATG including training, seminars, and other events.
- Participation of EATG members at external events.

- Strategic recruitment outreach based on criteria recommended by DMAG and the BoD, agreed by the GA and performed both formally by EATG and informally by current EATG members.

4. Strategic membership criteria

In the recruitment and acceptance of new members, the following aspects should be considered. They are not exclusion criteria (for people *not* fitting into the profile) but recommendations for active recruitment and approval within membership limits.

EATG strives for diversity in its membership and should always promote the spirit of the GIPA principles (<https://bit.ly/3mm9abY> or <https://bit.ly/384gK2F>) as a core dimension of EATG.

Thus, the focus of strategic recruitment will prioritise:

- Marginalised racial, ethnic, and cultural groups
- Under-represented women and trans people
- Under-represented age groups, especially young people
- Under-represented key population groups including people who use drugs and sex workers
- Regions, countries, and cities currently under- or un-represented in the current membership
- Identified gaps in regions, countries, and cities where the current membership does not include people living with or affected by HIV and associated infections and morbidities or does not represent the epidemic of the country/region

5. Maintaining a register of necessary skills and experience

A skills and experience register will be maintained by the office from information obtained through new members' applications and the annual Declaration of Interests (DoI).

Based on this, the BoD should identify gaps in expertise and skills that are needed for the objectives of the LTS and incorporate these needs into the membership priority recommendations made to the GA.

6. Procedures

Following approval by the GA, the BoD and DMAG will communicate to the membership clearly, and on a yearly basis, the targets, and criteria for the next year (see below, paragraph 7). This will allow all members of EATG to participate in recruiting needed diversity, experience, and skills to the organisation.

EATG members and staff represent EATG in different forums, are part of

networks and organizations, and attend events (conferences, workshops etc.) on behalf of EATG. These events and working relations should be used as platforms for targeted recruitment.

7. Evaluation of new applications

Based on the Membership Recruitment Strategy and priorities as approved by the GA, DMAG will receive and evaluate new applications and make recommendations to the Board as to which applicants to accept to EATG.

The membership application form will include a question that asks what expertise the new applicants would bring to EATG; the annual Declaration of Interest (DoI) form will ask about any new expertise/knowledge acquired in the previous year. A central register of these will be kept by the office.

8. Assessing outcomes

As part of setting membership goals for the coming year, DMAG and the BoD will work together with the ED to evaluate the current membership demographics and propose strategies to address membership gaps or under-representation.

9. Maximum number of members

There is currently no fixed maximum number of members. The BoD and Executive Director will perform an annual analysis of membership, available funds, capacity within the organisation and recommend to the GA any changes (or none) to open or prioritise applications for membership. Any changes in recruitment should be clearly communicated to the membership and mentioned on the website / membership application form.

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Terms of Reference: Code of Conduct

A Code of Conduct will apply to all communication between groups and individual members within EATG. This covers abusive or otherwise offensive language and behaviour. Set out below are the Code of Conduct and the ways in which breaches of it will be managed. Incidents involving members of staff will be dealt with by the Executive Director in the first instance according to existing policies and employment law. If the Executive Director is involved in an incident, the matter will be dealt with directly by the BoD.

1. Code of Conduct

By joining EATG, attending meetings and using its online communication platforms, you agree that you have read and will follow this Code of Conduct. If you have any questions about the Code, you can discuss them with your Guide (if a trainee) or with any email list moderator.

We have as few rules as possible, because EATG is and should be a place for debate and questioning. Most of the time, the meetings and messages are good debates and smart points, even when they get lively. We want those debates to happen in as constructive and preferably friendly way as possible, so that nobody feels afraid to speak up or ask questions. To that end, here is some advice (and a few actual rules):

- When challenging people or disagreeing with others, please remain civil and respectful. If you think someone is being aggressive or insulting towards you/the group, politely tell them so - they may not realise how they are coming across. If they carry on regardless, you can refer posts to the email list moderators or, if the problems are in-person, take it direct to the ECRC.
- Many of us as activists are used to being quite forceful and direct. Please remember that the other members of EATG are not an enemy, and you don't have to use shock tactics or extreme language to get people to listen.
- Sexual or any other kind of personal harassment is unacceptable behaviour.
- Let others have their say, just as you want yours. If you think someone is being an idiot, explain what you think might be a better idea rather than calling them an idiot (even if you think they are). Remember, in the next discussion it may be you that's being seen as the idiot. Please be kind.
- Please remember that for most of us, English is not our first language. It's easy to get a word or tone wrong and irony or sarcasm may not translate well. Please be patient.

- Be tactful when discussing something you know is contentious. It's helpful to assume that other posters/speakers mean well, even if they may get heated.
- Comments and remarks must not libel or slander others. Do not post or say anything defamatory, abusive, threatening or otherwise intentionally offensive.
- The EATG email list is for messages that will benefit, educate or inform members. Posts containing intentional racism/ sexism/homo/trans-phobia and direct threats of violence may result in immediate loss of posting privileges. Similarly, members may be asked to refrain from posting spam and posts that do not relate to EATG issues and interests.
- If you want to have a conversation with or address a remark to one other person, please consider sending a private email. There can be a lot of emails sometimes; before posting, please ask yourself if it's something that everybody needs to read.
- Email discussions can wander. If the topic has changed and you want people to read new information, then please change the subject header accordingly.

2. What if there are problems that you cannot resolve privately?

Firstly, please remember that although this note lays out a structure for dealing with negative behaviour, we very much hope that it will seldom, if ever, be needed. But, if it is, we want the system to be fully transparent so that people know what the possible parameters are.

3. In person/face to face problems

Abusive language and behaviour in person at events or in a meeting should be managed by the person/s chairing or otherwise managing that meeting. The person/s concerned will be verbally asked to stop. In the event they do not, or they persist further, they may be asked to leave the meeting. The matter may be referred to the ECRC for resolution. An appeal against the decision of the ECRC can be made to the BoD. An appeal against the decision of the BoD can be made to the GA, whose decision is final.

Anyone who is subject to unwanted attention, sexual or other forms of harassment by another member of EATG is encouraged to seek support in asking the person concerned to stop. Where they do not stop, or where someone finds it too difficult to confront the situation directly, the person is encouraged to speak in confidence to the ECRC.

Conflicts involving abusive language and behaviour in person at any other time

may be referred direct to the ECRC for consideration. An appeal against the decision of the Ombudspeople can be made to the BoD. An appeal against the decision of the BoD can be made to the GA, whose decision is final.

4. On email lists/group mails

Problems with language and behaviour on all-EATG emails or other group lists and correspondence will be managed with as light a touch as possible by a group of 3 moderators appointed by the ECRC after a call to all EATG members. At least one of the moderators must be a native English speaker. Moderators are chosen for a three-year term and may serve one additional term, either consecutively or non-consecutively. Moderators will retroactively monitor all-EATG mails for abusive, threatening or otherwise offensive language and can if needed make a range of interventions, listed below. Members can also refer posts or other emails to them where these are part of or arise from EATG business. Decisions by the moderator/s can be appealed to the ECRC, who will review the decision based on the written evidence. Where the poster continues to disagree with the ECRC decision, they may appeal to the BoD. Any decision to bar a member from posting to the mailing list must be notified to the BoD for information.

5. Structure of online moderation

If anyone finds a post that they believe offends against this Code of Conduct, they can refer that post to the moderators. Where possible, a moderator viewing a problematic post/s should seek agreement with one or both of the other moderators before action. Where such consultation is not possible, or where an item is urgent (e.g. if it is blatantly racist), they may act alone but they should immediately notify the other moderators of their action.

The moderator/s will first decide if, in their consideration, there is a genuine problem of conduct with the post/s complained about.

If they think there is, the first remedy should be to speak with the person posting and discuss it with them. Only in extreme situations (for example: deliberate racism/sexism/homo/trans-phobia or direct threats of violence) should the moderators move immediately to stop the person concerned from being able to post further until the situation is resolved. The poster may, if appropriate, be asked if they are willing to post a correction if something was untrue or inaccurate, or simply asked to consider using less aggressive language in future. It is expected that this will be the response to most posts which are problematic. The moderators will keep a log of complaints and of their actions in response, which will form an anonymised part of the ECRC's reporting

obligations.

Where a disagreement has escalated online involving two people, the moderator/s may ask both parties to resolve a conflict privately, or where several posters have become part of a heated argument they may post as moderators asking for the discussion to be taken down a notch or two.

If a person persists in using violent or aggressive language, or in making unfounded accusations or using offensive terminology after a first warning, in addition to any removal of posting privileges, the matter will be referred by the moderators to the ECRC who will advise the BoD about a situation of possible misconduct. The BoD will take action as appropriate.

Decisions by the moderator/s can be appealed to the ECRC which will review the decision. Where the poster continues to disagree with the ECRC's decision, they may appeal to the BoD.

6. What sort of thing are we talking about?

Example 1: You lose your temper in the GA and shout at someone. The Chair asks for calm but now the other person is shouting back. The Chair tells you both to take it outside and not come back till you can speak calmly. If you haven't come back by the break, one of the Chairs checks that the matter has not escalated and that neither of you wants to take it further, then makes sure you are comfortable with returning to the debate.

Example 2: English not being your first language, you try to use a bit of informal slang in an all-EATG email and discover that you've called a female member of the BoD something awful. A moderator emails to ask you if you meant to do that; understanding you didn't, they may help you write a quick note explaining the misunderstanding. End of problem, though you may blush next time you see the BoD member.

Example 3: English IS your first language and you have sent an all-EATG email suggesting that anyone who disagrees with you is a pharma company stooge and an idiot. Several people complain; a moderator contacts you to ask you to withdraw the allegations and please try to use less aggressive language in future. You are so annoyed that you post again immediately saying that they are, indeed, stooges for attacking you and using a homophobic slur about the moderator. All 3 moderators agree to block your posting access to group emails temporarily, pre-moderating any further posts from you pending a referral to the ECRC for a potential short term ban.

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Terms of Reference: Conflict of Interest (Col)

Introductory Note

This policy statement is designed to set out the key elements of a viable conflict of interest policy. Older policies may refer to “prohibiting” conflicts of interest, but newer policies focus more accurately on managing conflict of interest situations in order to ensure that decision-making is not influenced by conflicting interests. “Conflict of interest situation” refers to circumstances where there is a possibility of a conflict which must be further identified and managed.

1. Purpose

The purpose of this policy is to help EATG effectively identify and manage any actual, potential or perceived conflicts of interest in order to protect the integrity of EATG and manage risk.

2. Objective

The European AIDS Treatment Group (EATG) must meet high ethical standards in order to merit trust of its partners, as well as donors, governments and the public. The integrity of EATG depends on ethical behaviour throughout the organisation, and in particular, on fair, well-informed decision-making. The ability to make a decision is sometimes affected by other interests (personal or professional) of individuals in the organisation. Such conflict of interest situations are a regular part of organisational and personal life and cannot simply be eliminated. The objective of this policy is to allow EATG to manage conflict of interest situations successfully and resolve them fairly.

3. Scope

This policy applies to all members of the EATG, but formal procedures should take into account their particular roles within the organisation.

4. Definition of conflicts of interests

A conflict of interest occurs when an individual’s personal interests conflict with their responsibility to act in the best interest of the organisation. Personal interests include direct interests as well as those of family, friends, or other organisations that a person may be involved with or have an interest in.

A conflict of interest may be actual, potential or perceived and may be financial or non-financial.

These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of the organisation and must be managed accordingly.

5. Types of Conflict

An EATG member can be in a conflict of interest situation that is:

1. **Foreseeable or potential**, where their duties **may be** influenced **in the future** by their private interests
2. **Perceived or apparent**, where their duties **appear** to be influenced by their private interests
3. **Actual or real**, where their duties **are or will be** influenced by their private interests

6. Policy

This policy has been developed because conflicts of interest commonly arise, and do not need to present a problem to the organisation if they are openly and effectively managed. It is the policy of the EATG as well as a responsibility of the Board that ethical, legal, financial or other conflicts of interest be avoided and that any such conflicts (where they do arise) do not conflict with the obligations to the organisation.

Members are required to:

- fill in a declaration of interest (DOI) on annual basis
- avoid conflicts of interest where possible
- identify and disclose any conflicts of interest
- carefully manage any conflicts of interest, and
- follow this policy and respond to any breaches

DMAG is required to keep a register of declarations of interest (DOI). Once an actual, potential or perceived conflict of interest is identified, DMAG will inform the ECRC so it can address and resolve the conflict. ECRC will maintain a record of the steps taken to address the conflict.

7. Identification and disclosure of conflicts of interest

Members are required to fill in a declaration of interest (DOI) on an annual basis. DMAG is required to keep a register of interests. Once an actual, potential or perceived conflict of interest is identified, DMAG will proceed to inform the ECRC.

8. Responsibility for Prevention

EATG supports an organisational culture in which people freely take responsibility for both 'self-declaring' possible conflicts of interest, and respectfully raising possible conflicts faced by others in the organisation. This culture makes it possible to avoid many such situations from arising in the first place. Office holders have the responsibility to implement practical preventive measures such as:

- providing education about what to do when gifts and hospitality are offered
- providing meeting agenda in advance to enable participants to foresee possible conflicts
- ensuring conflicts of interest are checked at the start of every meeting
- ensuring that people are clearly told when information must be protected from improper use

9. Responsibility for Managing Conflicts of Interest

When prevention is not possible, conflict of interest situations must be adequately managed through the following steps:

- Declaration of Interest (DOI): transparency must be ensured by self-declaration, and by making sure a record of the declaration is made
- In a doubtful situation, the person involved should turn to the chair of a meeting, or have a full dialogue with the group if the situation warrants it. Where these measures do not address the conflict, the ECRC may be approached.
- Measures to mitigate or eliminate a conflict of interest will depend on what is appropriate to the severity of the situation. Options include:
 - a. Restrict the involvement of the individual. This would not be appropriate if the conflict of interest arises frequently, or the individual cannot be separated from parts of the activity.
 - b. Remove the individual from affected duties. When restriction is not a suitable option, the individual with a conflict may be removed from duties related to the conflict.
 - c. Relinquish the private interest. In cases of serious conflict, the individual may choose to drop the private interest, such as membership on the board of a competing organisation, which is causing the conflict.
 - d. Resign from official EATG duties or from the particular EATG position that is relevant to the conflict.

- e. Document what has been done to resolve the conflict of interest. ECRC or other minutes, correspondence or other documentation may provide a record of steps taken.

10. Compliance with the policy

If it is found that a member has failed to disclose a conflict of interest, the Board may take action against them based on the advice of the ECRC. This may include seeking to terminate their relationship with the organisation.

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Terms of Reference: Delegation of Representation

1. Background

Representing EATG in a legal capacity or in Court is the prerogative of the EATG Board of Directors. However, there are other times when EATG members and staff are needed to represent the organisation externally in a non-legal capacity, e.g., at meetings, by sitting on a board or committee of an NGO partner or an international authority or agency, by participating in research platforms, by presenting EATG policy and advocacy positions at a Conference, etc. This ToR is about this latter group of non-legal representations.

The EATG updates its list of representations regularly and publishes an updated list to members annually.

2. Objectives

The aim of this ToR is to enable EATG to transparently select the best available EATG member or staff person to represent the organisation for each situation, within a reasonable timeframe.

3. Fixed term and ad hoc representation

3.1 Fixed term representation

The representative is chosen by the BoD after consultation with ED. The appointment will be announced to the membership by e-mail within four weeks.

A member can hold maximum 2 fixed term positions simultaneously.

3.2 Temporary / Ad hoc representation

After sending out a call (e-mail), the Executive Director (ED) appoints the representative based on the criteria, the motivation from the candidate, previous experience etc.

4. Selection and Appointment of Representatives

There are two ways of selection and appointment of representatives:

- a. An open call is sent out to the members (which is the most frequent way). After sending a call (e-mail) with clear indications of the required profile, candidates will be selected for fixed term or temporary representations

considering:

- Curriculum Vitae (training, skills, expertise and experience).
- HIV status, gender, geographical background, relevant skills, accountability to local/regional/national communities and to EATG (if relevant for the position).

These criteria may be subject to positive discrimination. As noted in 3 above, fixed term representatives are chosen by the Board and ad hoc representations by the ED.

If the call does not produce any applicants or where applicants are deemed to be not suitable for the representation, the Board will decide whether to appoint someone or to let the representation lapse.

b. The Board directly appoints someone in two situations: 1. For certain fixed term representations based on the strategic importance of the position; 2. In either a fixed term or ad hoc representations where there is an urgent need but insufficient time to conduct a call. In both situations, the Board will justify their appointment to the members.

Based on the criteria for the position the Board creates a list of possible candidates and – after checking the availability – appoints a member to take up the position.

5. Liaisons to partners and networks

In some cases it might not be possible to appoint an official representative (e.g. if the organisation/institution doesn't have a seat within their structure). In that case the BoD might decide to appoint a 'liaison' that will act as the main link between EATG and the partner organisation or institution.

Selection of such liaisons will be done using the same processes as described above.

EATG members in external positions held on an individual basis or on behalf of other organisations may request to officially use the EATG affiliation: the Board will decide on fixed term representations and the ED on ad hoc ones.

6. Duties of the Representative(s)

1. Connection to the EATG work plan and collaboration with the Programmes

Representatives carry out a highly visible part of the EATG policy work. To ensure that EATG "speaks with one voice" representatives must keep close contact with the BoD and all relevant EATG groups involved in the development of EATG policies.

Representatives are expected to create a link between EATG and the external event, organisation or institution. For example, discussing agenda setting, planning, aims with relevant EATG groups prior to the meeting will allow for clarification of key points or messages that EATG can provide.

Representatives that work as a team must pay special attention not to contradict one another in public.

2. Reporting

Reporting should focus on topics most relevant to EATG's LTS and workplan, and especially any follow up actions that are needed on the part of EATG.

Representatives must respect all applicable confidentiality agreements. In the case of strict confidentiality rules, the fixed term representatives should report in general terms to the BoD.

All fixed term representatives should report to the BoD in written form at least twice a year and to the Membership in written form prior to the General Assembly (GA). Where confidential matters are not involved, fixed term representatives should also report to relevant EATG groups and staff.

All temporary or ad hoc representations should provide concise written reports within 3-4 weeks after the representation occurs. If the information is very relevant or decisions are needed for follow up action points, reporting should occur as soon as possible.

3. Handover

Fixed term representatives need to make sure that a proper handover is performed once a new representative has been selected.

7. Duration of the position

The selected fixed term representative(s) are appointed for a period of three years (one term) unless specified differently by the external body. This term is

renewable once and includes a suitable handover period.

The BoD retains the right to terminate a fixed term or temporary/ad hoc representation before the end of the term or to launch a new call after the first term. Valid reasons for such terminations include the representative member not reporting on the representation as required, or not adequately addressing problems raised by the BoD in regard to the performance of the representation.

8. Being a trainee, shadow or alternate

EATG representation aims to foster a good balance between experience and needed renewal. Whenever possible one official representative and a trainee (or alternate, or shadow) should be appointed to facilitate capacity building, expertise, experience and constant renewal.

Some positions might allow to have an official alternate or shadow. In that case two members will be selected, one being the official representative and one being the alternate. In such a case the alternate will become the main representative at the end of the term of the fixed term representative unless the Board considers they are not up to the task.

If such alternation is not possible the Board might decide to install a traineeship that supports introduction of a new member into the position.

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Terms of Reference: Paid Work done by Members

1. Background

As the EATG develops and grows and the issue of HIV treatment becomes more complex, it has become clear that in order to have an efficient and functional organisation, the EATG cannot rely solely on the voluntary contribution of its members. Paid work done by members is possible under certain circumstances. Payment of work done by members should be seen in relation to tasks that go beyond the “normal” expectancy of voluntary work.

2. Volunteer vs. Compensated Volunteer work

Volunteering is the practice of people working on behalf of others without being motivated by financial or material gain.

All of the following tasks are examples of volunteer work and should not be compensated:

- Attending EATG meetings (GA, governance, stakeholder meetings, etc.).
- Committee and other membership activities including elected positions (e.g., BoD, Programme Committee Chairs, IA, ECRC, Programme Committee membership, ECAB, DMAG).
- Internal meetings minute taking (not requiring any professional abilities)

3. Compensated or contract work

The following tasks are examples of work that exceeds what is considered reasonable within volunteer limits and should therefore receive some compensation:

- Protocol reviews, consultation on directives and guidelines.
- Position papers.
- Minute taking that is complex and requires professional abilities, when not carried out by staff members.
- Project manager (projects approved by the BoD).
- Consultation (approved by ED or the BoD).
- On-going projects/services that do not justify a full-time paid position, e.g. EATG Newsletter.

All paid work will take place after a call to the members or the relevant committee/group lists. For any compensated work carried out for the EATG, it is imperative that a contract is signed. The appointment and contract will follow the standard EATG procedures. .

All contracts with members will be in written form. Contracts will respect Belgian Legislation.

The responsibility for paying taxes to the adequate authority on monies received is on the receiver, not on EATG.

Contracts with members must include:

- Name, address, bank account of the contracted member.
- Beginning and end dates of the contract period.
- A precise definition of the contracted tasks and deliverables, including how evaluation will be conducted and under what conditions the contract may be cancelled.
- The agreed financial compensation.

The BoD will inform the membership on an annual basis about on-going contracts with members, the specifics of which will be in the office for inspection by the Internal Auditors.

A digital copy of the contract will be kept by the office. The contracted member will also have a copy.

4. Rights and responsibilities of a contracted member

No Ordinary member may vote on any financial matter, which involves a potential advantage to them, their family, or any group they are member of. They must declare any such interest should they speak on the matter. While the decision to declare is a personal one, deliberate failure to declare may result in the vote being invalidated.

Contracted freelance workers, working on a limited basis are not “employees” of the EATG, and as such, do not lose rights of being Ordinary members of the EATG.

Any dispute arising out of or in connection with such contracted work, its interpretation or its execution shall be ultimately subject to the jurisdiction of the Courts of Brussels, governed by Belgian law. However, both parties will first try to solve any issues or grievances regarding this contract between EATG and the In-house consultant. If necessary EATG will bring the matter to the attention of the EATG Board that will undertake the appropriate action to resolve this grievance at the earliest opportunity.

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Terms of Reference: Privacy and Personal Data

This policy defines and informs EATG members, applicants to EATG's training programmes and other meetings and events, and visitors to EATG's websites of how EATG uses and protects the personal information provided to it. The following are EATG's websites:

- www.eatg.org ;
- www.eatgtrainingacademy.com ;
- www.eatg4women.com ;
- www.ageingwithhiv.com.

It also defines how EATG complies with and applies Regulation 2016/679 of the European Parliament on the protection of these individuals with regard to the processing of their personal data.

This Privacy Policy may be amended or supplemented at any time by EATG, in particular to comply with any legislative, regulatory, jurisprudential or technological changes. In such a case, the date of its update will be clearly identified at the beginning of this policy.

I. PERSONAL DATA

In accordance with the General Data Protection Regulations (GDPR) of 14 April 2016, EATG informs you of the following points:

1. Identity of the controller

The controller is

EUROPEAN AIDS TREATMENT GROUP E.V.,
Mettmanner Strasse 24-26 - 40233 DUSSELDORF - Germany (Dem. Rep.)
Headquarters in Belgium: Interoffices, Avenue des Art 56-4c - 1000 Bruxelles
Tel. + 32 (0) 2 626 96 40
E-mail addresses: office@eatg.org and communication@eatg.org

The controller shall ensure the accuracy and relevance of the personal data collected and processed. In addition to the above, it ensures that they comply with applicable regulations and this privacy policy.

2. Data collected

EATG may collect personal data for professional purposes and with the express consent of the individual.

EATG may collect the following personal data:

- contact details (surname(s), first name(s), postal address, e-mail, fixed and/or mobile telephone number(s), region);
- affiliations (professional / volunteer);
- food preference when attending a meeting/event;
- passport data for ticket booking and/or visa assistance;
- HIV status as part of the application for membership or other application (e. g. training);
- personal skills, needs;
- banking information (e. g. for payment of reimbursement, daily meal allowance);
- educational background;
- other personal data necessary for membership or training applications, or for financial procedures.

3. Purposes of the processing operation

EATG may process personal information transmitted for the following purposes:

- sending the newsletter and/or information bulletin to the person;
- investigation following an application for membership;
- participation in an event;
- providing the information or services requested by the user (by being present at the operating sites, by e-mail, by telephone or by post) and adapted to the user, and more particularly:
- processing and follow-up of requests for information from EATG;
- presenting the services offered and provided by EATG;
- statistics of visits to EATG websites;
- collect information to enable EATG to improve sites, products and services (including through cookies);
- enable the training applicant to access EATG's services under the best possible conditions;
- manage the contracts concluded between the member, the partner and EATG with regard to its legal and contractual obligations.

This data will only be used for internal EATG purposes.

4. Recipients

Only EATG is the recipient of the personal information provided.

This, whether in individual or anonymised form, is under no circumstances passed on to a third party, with the exception of subcontractors, external service providers or partners used by EATG in the context of its legal or contractual obligations or in the context of the achievement of its corporate purpose, in order to ensure a complete and adequate service to the member and/or partner.

Neither EATG nor any of its subcontractors, external service providers or partners may market the personal data provided to EATG.

5. Shelf life

Personal information is kept by EATG only for the time corresponding to the purposes of collection as stated above.

6. Various

In addition to the above, EATG notes the following:

- **Application for membership**

DMAG is responsible for securely storing membership applications and recommending applicants to the BoD. In this context, both BoD and DMAG have signed a confidentiality agreement and act strictly within this framework. Once the BoD has reviewed the applications recommended by DMAG and made their decision, all approved application files are securely stored by the ED. Some personal data (e.g., name(s), contact details) of the accepted applicants are then only accessible to staff, BoD and DMAG. In terms of the rejected applications, the only information stored will be the applicant's name, date of application, and reasons why their application was rejected.

After the files are stored, sensitive personal data (e. g. HIV status) are only accessible by the ED and the BoD, and may also be used for anonymised statistical purposes.

All changes and updates In the members' profiles are treated according to the same rules and principles as described above.

- **Declaration of Interests**

The information provided by members in their declaration of interest is collected and forwarded to DMAG for review. On the basis of the information received, DMAG prepares an opinion for the Board of Directors. Contact information is used to update membership forms.

The Declaration of Interests will only be known to the EATG Office, BoD and DMAG and is otherwise considered confidential, according to our privacy policy.

- **Photos and videos**

When participating in photographed and/or filmed events, a request for consent to use the image is automatically requested from EATG members and other participants (e.g., request for signature for agreement to use the image by EATG, or by checking the corresponding box in the EATG conference participation request form, etc.). These will only be used for event related reports/minutes, social media communication, and other publications such as annual publications (e.g. birthdays), etc. They will not be otherwise shared with external parties without the explicit consent of EATG members and the person concerned.

In the event of a person's refusal to use their image, they will (a) receive a clearly visible sign from EATG before the event to wear so that everyone can respect this refusal, or (b) follow the organisers' instructions during the online event in order to keep anonymity.

All participants in EATG events who use their personal photo or video devices are required to follow this procedure.

Photo and video footage is stored for an indefinite period of time by EATG for reasons of preserving its organisational history.

- **Financial data**

EATG, as an officially registered organisation in Germany, is required to keep the archived financial data for 10 years, according to German law. Therefore, personal data relating to financial transactions are kept in EATG's archives during this period. This includes digital and printed forms (e.g., reimbursement or project forms, accounting books, DMA forms, emails related to these financial transactions, etc.).

At the end of these 10 years, the financial archives are destroyed.

Payment data via PayPal is encrypted and is not stored by EATG.

• **Personal data collected for events and/or travel arrangements**

Personal data (such as passport data, food preferences, etc.) may be collected for events and/or travel arrangements. This data is used exclusively for the organisation of the event for which the request was made. Such data shall be deleted after the expiry of the period necessary for the storage of such data for legal purposes.

The sharing of documents between participants, such as lists of participants, departures, information on speakers and others, is only done with the explicit approval of the persons concerned.

The disclaimer below will be used for the organisation of events:

By completing the registration form, the candidate authorises EATG to process the personal data provided as part of the event, in accordance with European legislation on the GDPR.

The applicant gives explicit consent to EATG to (tick the box if they consent):

- *be contacted by e-mail and/or telephone for organisational reasons, and/or to receive all relevant information about the event;*
- *appear on photos and/or videos;*
- *receive and wear a badge with name, first name, organisation/country;*
- *be on the list of participants;*
- *appear on the departure list;*
- *receive a certificate of attendance;*
- *use passport data (surname, first name, family name, date of birth, gender, citizenship, passport number, validity of the passport) for organisational purposes such as booking flight/train/bus tickets, hotel reservations, visa support.*

The processing of this personal data is carried out on behalf of EATG by FCM Travel Solutions.

This processing is governed by a contract between EATG and FCM Travel Solutions and complies with the requirements of the EU GDPR Regulation, in particular Art. 28. FCM Travel Solutions is subject to compliance with the EU GDPR regulation.

7. Data Rights

The following rights are in accord with the above-mentioned European regulation:

• **Right of access and communication of data**

A person has the right to access and consult their personal data stored by EATG. They can also find out how EATG obtained that data and to whom they are communicated.

In view of EATG's obligation of security and confidentiality in the processing of personal data, the person's request for access and consultation of their data will be processed subject to proof of identity, in particular by producing an electronic or paper copy (accompanied by a signature) of their identity card or passport during the period of its validity. The request is, in all cases, free of charge for the person.

However, EATG may object to manifestly abusive requests (for example, by their number or repetitive or systematic nature).

• **Right to rectify data**

The European regulation allows persons to request the rectification, updating or deletion of their personal data held by EATG which may prove to be inaccurate, erroneous, incomplete or obsolete.

• **Right of opposition**

The person has the right to object to the processing of their personal data in the following two situations:

- where the exercise of this right is based on legitimate reasons, or
- when the exercise of this right is intended to prevent the data collected from being used for commercial prospecting purposes.

• **Right to erase**

The person has the right to request and obtain the deletion of data concerning them held by EATG.

EATG will respond to the request if:

- the personal data are no longer necessary for the purposes for which they

- were collected;
- the data processing was based exclusively on the visitor's consent and the visitor withdrew their consent;
- the visitor objects, for justified reasons, to the processing.

In any event, the deletion request may be refused by EATG if the personal data is necessary to:

- the exercise or defence of legal rights;
- compliance with a legal or contractual obligation on the part of EATG;
- the processing is necessary to respect freedom of expression and information;
- other reasons in the public interest to retain personal data, such as for health purposes or scientific and historical research;
- to establish a legal claim.

- **Right to data portability**

The person may request that their personal data be transmitted to a controller identical to EATG. The person can therefore request EATG to transmit the data in a structured, commonly used and machine-readable format.

- **Modalities for exercising rights**

The above-mentioned rights may be exercised by sending a letter to EATG's address or by sending an e-mail to the following addresses: dataprotection@eatg.org or communication@eatg.org or office@eatg.org.

8. Response times

EATG undertakes to respond to any request for access, rectification or opposition, deletion or any other additional request for information within a reasonable time and in any event within a maximum period of 1 month from receipt of the request.

Depending on the complexity of the request, the response time may be extended to 3 months in accordance with the applicable European regulation.

9. Persons entitled to access personal data

Respecting the exceptions noted in 4 and 6 above, the BoD, DMAG and staff are authorised to consult personal data. These persons must have a reasonable

need for the data due to the tasks and missions entrusted to them or the needs related to EATG's activity.

10. Authorized service providers and transfer to a third country of the European Union

EATG uses authorised service providers to facilitate the collection and processing of some of the data provided. These service providers are located within the European Union and comply with EU GDPR regulations.

EATG has previously ensured that the service providers have implemented adequate guarantees and that strict conditions regarding confidentiality, use and data protection are respected.

11. Complaint to the competent authority

EATG hopes that any possible difficulties related to the processing of personal data will be resolved through dialogue. However, if this cannot be the case, the visitor has the right to lodge a complaint with the competent German data protection authority.

The German Data Protection Authority is located at *Zentrale Anlaufstelle (ZAST) beim Bundesbeauftragten für den Datenschutz und die Informationsfreiheit, Graurheindorfer Str. 153, 53117 Bonn, Germany.*
Telephone: +49 (0)228 99 77 99-7777

12. Downloads and multimedia files

All documents, files or downloadable media made available by EATG on its websites are freely accessible. Although every precaution is taken by EATG to ensure that only authentic downloads are available, EATG advises users to verify their authenticity using third-party anti-virus software or similar applications.

II. VISITING EATG WEBSITES

In general, it is possible to visit EATG websites without providing any personal information. In any event, the visitor is under no obligation to transmit their information to EATG.

However, in certain situations where information is not transmitted, it is possible

that the website visitor may not be able to benefit from the requested services. In order to provide visitors with the services offered by EATG, in some cases, visitors may be asked to provide, for example, name(s), first name(s), telephone, addresses (e-mail and postal), gender (sex), hereinafter referred to as "personal information". By transmitting this information, the visitor expressly agrees that it may be processed by EATG for the purposes indicated in point 2 above and for the purposes mentioned at the time of each request.

When first visiting EATG websites, the visitor is informed that browsing information may be stored in files called "cookies".

A cookie is an invisible piece of information stored by a website within the computer's Internet browser. This "cookie" can be retrieved during a subsequent visit to the same site.

The "cookie" cannot be read by a website other than the one that created it. Most "cookies" only work for the duration of a session or visit. None of this information is disclosed to third parties except where EATG has obtained the prior consent of the visitor or where disclosure of the information is required by law, by order of a court or any administrative or judicial authority authorised to take cognizance thereof. This use is made by EATG in order to facilitate navigation on EATG websites.

Some cookies are exempt from prior collection of the visitor's consent insofar as they are strictly necessary for the operation of the websites or have the exclusive purpose of allowing or facilitating communication by electronic means. These include session ID, authentication and interface customization cookies. These cookies are entirely subject to this policy insofar as they are issued and managed by EATG.

Other cookies, issued by third parties, are described as "persistent". These remain in the visitor's terminal until they are deleted or expired.

As such cookies are issued by third parties, their use and storage are subject to their own privacy policies, the links to which are set out below. This cookie family includes audience measurement cookies, advertising cookies (which EATG does not use) and cookies for sharing social networks.

Audience measurement cookies collect statistics about the use and usage of various elements of the website (such as content/pages visited). This data contributes to improving the ergonomics of the EATG website.

Social network sharing cookies are issued and managed by the publisher of the social network concerned. Subject to the visitor's consent, these cookies make it easy to share some of the content published on the EATG website, in particular through a "button" sharing application depending on the social network concerned.

Four types of social network sharing cookies are available on the EATG website:

- Facebook, whose cookie policy is available by clicking on the following link:
<https://fr-fr.facebook.com/policies/cookies/>
- Twitter, whose options dedicated to controlling or restricting the use of cookies as well as the cookie usage policy can be viewed via the following link:
<https://support.twitter.com/articles/20170518#>
- You Tube, whose options dedicated to controlling or restricting the use of cookies as well as the cookie usage policy can be viewed via the following link:
<https://policies.google.com/technologies/types?hl=fr&gl=fr>
- Instagram, whose options dedicated to controlling or restricting the use of cookies as well as the cookie usage policy can be viewed via the following link:
<https://help.instagram.com/1896641480634370?ref=ig>
- LinkedIn, whose cookie policy is available by clicking on the following link:
<https://www.linkedin.com/legal/cookie-policy>

Most Internet browsers are configured by default so that cookies are allowed. The browser used by the visitor allows the standard settings to be modified so that all cookies are systematically rejected or only part of the cookies are accepted or rejected depending on their origin.

However, refusing to accept cookies may affect the visitor's experience and access to certain services or features of the site.

If necessary, EATG declines all responsibility for the consequences related to the deterioration of browsing conditions that occur due to the refusal, deletion or blocking of cookies necessary for the operation of the site. These consequences cannot constitute damage and no compensation can be claimed as a result.

Each Internet browser has its own cookie management settings. To learn how to change your cookie preferences, the links below provide the visitor with help on how to change your cookie preferences.

Chrome: <https://support.google.com/chrome/answer/95647?hl=fr>

Firefox: <https://support.mozilla.org/fr/kb/activer-desactiver-cookies-preferences>

Internet Explorer: <https://support.microsoft.com/fr-be/help/17442/windows-internetexplorer-delete-manage-cookies>

Safari: https://support.apple.com/kb/ph21411?locale=fr_CA

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Committees

Terms of Reference: Programme Chair/Co-Chairs

1. Overview

The Programme Chair/co-Chairs are one or two persons elected from the EATG membership to act as lead, on behalf of EATG membership, on a specific programme area (Quality of Life, Combination-Prevention or Partners in Science). The position seeks to ensure that the programme responds to the goals set out in the Long-Term Strategy 2020-2025 and that it enables the active involvement of members in its implementation.

It also ensures that the diversity of EATG and the different communities represented by its membership are reflected in EATG's work. The Programme Manager takes decisions together with the elected Programme Chair, in consultation with the Programme Committee which has an advisory role. Decisions are to be taken by consensus. In case no consensus is possible, the decision should be made by the Executive Director. The Programme Chair has the right to veto this decision, in which case the issue is brought to the Board, which has the final say.

2. Election of Chair/Co-Chairs

Following a call from the Executive Director, the prospective Chair/co-Chairs submit their candidatures to the members together with a motivation and experience statement. Chair/Co-Chairs are elected by EATG members by simple majority of the quorum (at least 30% of the members should participate in the vote) and begin their term of office once their election is ratified by the next GA. Their term lasts for a period of three years, renewable once.

The Co-Chairs are elected for the same period. In the event of one Co-Chair resigning, then any replacement/appointment is co-opted only for the remainder of the original term. If the Chair/both Co-Chairs resign, then a new election process is organized. If there are no candidates for the position of Chair, the Programme Committee fulfils the tasks of the Chair until the next GA.

3. Tasks

Programmatic guidance in matters related to their programme, e.g.:

- Discuss the programme strategy and development on a regular base with the Programme Manager, the Programme Committee and involved

- members (approximately a monthly call and regular email contact).
- Provides guidance in the development and implementation of long-term strategy and its various implementation plans
- Providing guidance on the agenda of internal and external meetings related to the respective programme
- Providing guidance on EATG positioning on issues related to the respective programme
- Providing guidance on decision about projects and proposal under the scope of the programme

Representation: they contribute to the strengthening of the external profile of EATG in relation to topics covered by the Programme, in consultation with the Programme Manager, ED or BoD, e.g.:

- Attending or participating to the selection of participants to meetings and other events
- Attending or participating to the selection of representatives in institutions, fora or partner organisations
- Contributing to EATG publications connected to the respective programme
- Contributing to the selection of participants for face-to-face and online meetings and activities under the scope of the respective programme

Input into internal and external communications (usually drafted by staff):

- Committee meeting minutes
- annual report,
- GA report
- newsletter, statements,
- press releases, statements, etc.

Partnership-building and networking:

- Help identifying, establish and maintain partnerships with key allies and stakeholders for the benefit of the Programme

Organisational development:

- Participate in governance meetings

Programme Committee

- Chairs Programme Committee

- Selects members of the Committee together with Programme Manager to be recommended for approval by the BoD.

Date	20/09/2020
17/08/2020	Draft, proposed by Overhaul Team
	Adopted as a Working Term of Reference by the Board
20/09/2020	Ratified by General Assembly

Terms of Reference: Programme Committee

1. Overview

The Programme Committee is a group of people from the EATG membership or beyond, to advise on a specific programme area (Quality of Life, Combination-Prevention or Partners in Science). The position seeks to ensure that the programme responds to the goals set out in the Long-Term Strategy 2020-2025 and that it enables the active involvement of members in its implementation.

It also ensures that the diversity of EATG and the different communities represented by its membership are reflected in EATG's work. The Programme Manager takes decisions together with the elected Programme Chair, with involvement of the Programme Committee. Decisions are to be taken by consensus. In case no consensus is possible, the decision should be made by the Executive Director. The Programme Chair has the right to veto this decision, in which case the issue is brought to the Board, which has the final say.

2. Election of Committee members

Following a call from the Executive Director to the members' list, those interested to be part of the Programme Committee submit their candidatures together with a (small) motivation and experience statement. Members of Programme committees are selected by Programme Chair and Programme Manager. In case of disagreement between Programme Chair and Programme Manager, decision is made by ED. In consultation with Programme Manager, the Programme Chair can also reach out to specific members that have not applied, or to external experts in the specific domain. To maximize member involvement, members of the Programme Committees are selected for a period of three years, renewable once. In the event of a member resigning, then the length of any new appointment will last until the end of the term of the resigning member. In that case, new appointment can be the result of a call or outreach to individuals. The Programme Chair together with the Programme Manager selects the Programme Committee members and recommends them to the BoD for approval.

The ideal number of members of a committee is considered to be 10, but the Programme Chair may decide to reduce/increase the number. To ensure that the Committee remains a practical and efficient unit, it should be representative of the EATG membership and the number of members in the group should not be larger than 15. No more than 20% of the Programme Committee can be external experts (non-members).

3. Budget

Funding for the programme derives from project funding and fundraising. Depending on the EATG budget and based on a justified proposal to the ED, other EATG funds may be allocated to a specific activity.

4. Tasks

The Committee will gather on a regular basis. It is advised to hold a monthly teleconference. Additional consultations can be organised as needed.

1. The committee has an advisory capacity. It can be asked to give advice to the Programme Chair on a wide range of topics:

- the development and implementation of long-term strategy and implementation plans
- the agenda of internal and external meetings related to the respective programme
- EATG positioning on issues related to the respective programme
- Existing and future projects under the programme decisions
- Internal and external communications

2. The Programme Committee can be asked to take over some of the Programme Chair’s tasks until the next GA in case there is no Programme Chair.

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20/09/2020	Ratified by General Assembly

Terms of Reference: Development and Membership Advisory Group (DMAG)

1. Statement of purpose

DMAG is an advisory group to the Board of Directors (BoD), the Executive Director (ED), the General Assembly (GA) and the membership of EATG. \

2. Objectives

The objectives of DMAG are:

- To develop transparent, fair and effective membership involvement and development systems.
- To assess the adequacy and effectiveness of the internal working structures of the EATG and make recommendations for their development.
- To monitor the correct functioning of the EATG according to the Constitution and the Operating Guidelines adopted by the GA.
- To evaluate applications for membership and make recommendations to the BoD.
- To review the returned Declarations of Interest (DoI) as well as the payment of membership fees annually.

3. Structure

DMAG is comprised of a Chair (or 2 Co-Chairs) and a minimum of five members. For new DMAG members, EATG members are invited to apply with a motivation letter to DMAG. The DMAG Chair/s and the ED select the new members, after consulting with current DMAG members. DMAG needs to preserve its institutional memory. One or more members should have comprehensive understanding of EATG history, governance, organisational development issues and German Association law in the original language. The selected DMAG members are ratified by the BoD. DMAG must insure proper induction of these new members.

DMAG members serve for a period of three years, renewable once. In the event of a member resigning during their term, a new member can be appointed following the usual procedures (above).

One internal DMAG sub-group maintains a focus on membership issues; another sub-group maintains a focus on Constitution and Operating Guideline issues. To ensure internal consistency, the sub-groups overlap.

4. Election of chair

DMAG Chair/Co-Chairs are elected at the GA. A call is sent out to all EATG members inviting those who wish to be Chair to submit a motivation letter. There will then be an online election from a list of candidates. The elected Chair/Co-Chairs will be proposed for ratification at the next GA.

5. Responsibilities

The responsibilities of DMAG are:

- Consider applications for membership and make recommendations to the BoD.
- Evaluate new member's engagement using DMAG's approved procedures and make recommendations to the BoD.
- Review members' DoI and deliver an opinion on possible conflict of interest. In case of any cause for concern DMAG will bring the issue in question to the attention of the ECRC.
- Review memberships annually for recommendation to the BoD regarding upgrading, downgrading or ending of membership.
- Assist the BoD in drafting and presenting new ToRs where needed.
- Oversee and maintain the currency of the Operating Guidelines by ensuring that each ToR is reviewed at least once every 4 years
- Monitor that the Constitution and Operating Guidelines are being upheld.
- Make recommendations to the GA in case alterations and clarification of the Constitution are needed.
- Report quarterly to the membership on its activities.

6. Procedures

The DMAG will meet at least two times a year, either face to face or virtually. The agenda is compliant with DMAG objectives and responsibilities. Minutes are established for DMAG meetings and teleconferences.

7. Confidentiality

All information given to the DMAG is confidential and will be treated with the utmost discretion by the members of the DMAG in accordance with the EATG's ToR of confidentiality.

Membership information will be kept in the EATG office and/or on the EATG server under a secure system.

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17/08/2020	Draft, proposed by Overhaul Team
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20/09/2020	Ratified by General Assembly

Terms of Reference: Ethics & Conflict Resolution Committee (ECRC)

1. Constitution

1.1. The GA has established an Ethics and Conflict Resolution Committee with the terms of reference as set out below. No unresolved conflict may be brought to the GA for resolution unless it has been addressed first by the ECRC and, where appropriate, by the BoD.

The ECRC is authorized to reasonably investigate any ethical issue or conflict within its terms of reference.

1.2. The Committee is authorized to obtain external legal or other professional advice but must first work with the ED to confirm relevant available funds in EATG's approved budget.

2. Composition and membership

2.1. The ECRC will be composed of 3 to 5 members elected at the GA. Candidates will be expected to demonstrate to the GA that they have the relevant skills and experience to effectively deliver on ECRC's work. Elected members shall not hold any other elected position within the organisation.

2.2. The members of the ECRC will elect a chair and a secretary. The chair and the members of the ECRC are appointed for a maximum 6 years (2 consecutive or non-consecutive 3-year terms).

2.3. In the case where an ECRC member leaves between GAs, another EATG member may be co-opted to the ECRC to fill the vacant position, after a call to EATG members, and with ratification from the BoD. This co-option ends at the next General Assembly when the co-opted person may stand for election to the ECRC.

2.4. The composition of the ECRC will be publicly available on the EATG website.

2.5. In a situation where the ECRC may be in a conflict of interest, including where any ECRC member is one of the parties to a conflict, the situation will be handled by the BoD.

2.6. All ECRC members will receive training in ethics and conflict resolution,

including mediation skills.

3. Meetings and voting rules

3.1. The meetings of the ECRC will be called by the chair, at least twice a year and more frequently if needed, and shall be attended mainly through a teleconferencing service.

3.2. Each member of the ECRC will have one vote. The Committee is quorate when at least 3 of its members are present. Decisions will be reached mainly by consensus; as needed, decisions may also be taken by a simple majority of the votes. In case of a tied vote, the chair has a casting vote.

4. Duties and responsibilities

Acting independently and impartially and respecting confidentiality, the ECRC will:

4.1. Listen to members and explore options and/or strategies to address problems or grievances related to relations with other members, or with working structures of the organisation, with a view to enhancing the overall environment. This may happen following a complaint or proactively initiating an investigation on its own if necessary. When following a complaint, the ECRC will conclude the resolution process within 60 days from receipt of the complaint. If the process needs to be extended, permission must be received from the BoD.

4.2. Assist all parties involved to reach a fair solution primarily through mediation and discussion. The ECRC will not have any decision-making authority but will advise and may make recommendations on the issues involved to the Board of Directors, which, according to Constitution, is the sole authority that can inflict sanctions.

4.3. In the resolution of or mediation in a conflict, be completely neutral and without bias or prejudice to any party.

4.4. Contact the individuals involved on a strictly confidential basis. Discussions with anyone not primarily involved in the conflict can only be undertaken with the consent of the individuals involved.

4.5. Work with elected officials who are faced with a conflictual situation or difficulties with a member.

4.6. Serve as a safe environment for members who need to discuss specific situations in a confidential and neutral environment.

- 4.7. Provide information, guidance and referral as may be appropriate.
- 4.8. Assist in the prevention of conflicts among members by reporting periodically to the Board on systemic issues that need to be addressed.
- 4.9. Convey to the Board for appropriate action any credible concern of breach of EATG's code of conduct by a member.
- 4.10. Report annually to the Board on activities undertaken.
- 4.11. Address concerns about conflict of interest raised to ECRC by any individual member based on the organisation's Conflict of Interest Policy.
- 4.12. Advise the Board of Directors, or the General Assembly where relevant, on how to deal with potential, perceived or actual conflicts of interest.
- 4.13. Consult with DMAG on the alignment of ethical and conflict resolution procedures and final recommendations with the Constitution and with the Operating Guidelines.
- 4.14. Clarify the circumstances under which an individual member may be in a concurrent appointment as an employee, on the board or decision-making body of an outside organisation or body where that outside organisation or body is or may be involved in a contractual, regulatory, partnership or sponsorship arrangement with EATG. The ECRC then advises the BoD on their findings.
- 4.15. Refer all conflicts where an ECRC member is one of the parties of the conflict directly to the BoD for resolution.

5. Functions

The ECRC:

- 5.1. mediates and facilitates conflict resolution related to a wide range of issues and disputes that may emerge within the organisation;
- 5.2. monitors trends in support of early detection of ethical issues and potential conflicts of interest within the organisation, and advises on appropriate remedial and preventive action;
- 5.3. supports preventive action, helping individual members, elected officials, committees avoid preventable mistakes;

5.4. contributes to developing and strengthening a culture that upholds the values of the organisation, its ethical and functional integrity, respect for the dignity, diversity and rights of members, in compliance with EATG's Operating Guidelines and Code of Conduct;

5.5. liaises with other relevant parts of EATG as and when necessary;

5.6. provides advice and recommendations to the Board on avoiding or mitigating any potential, perceived or actual conflict of interest;

5.7. proactively initiates investigation on internal conflicts with the aim of safeguarding a peaceful environment;

5.8. performs any other related function that the Board may request from them within the remit of dealing with conflicts and ethical issues;

5.9. proposes the organisation's conflict of interest policy or any amendments thereof or the institution of other policies that may help to avoid the arising of internal conflicts, conflicts of interest or other situations of ethical concern or mitigate the negative effects thereof.

6. Ombudspersons

When the ECRC is asked or decides to intervene in a specific conflict, the ECRC may select two of its five members to function as Ombudspersons for that conflict. All information given to the Ombudspersons is confidential within the ECRC and will be treated with the utmost discretion.

The Ombudspersons work through informal negotiations by, for example:

- Listening to the members involved in the conflict.
- Gathering information about the issue from all sources available.
- Consulting with any other members if they need additional information.
- Mediating between members so that better understanding is accomplished, and parties succeed in gaining insight into other aspects of the conflict, in the hope that they may be able to reach some sort of agreement or compromise.
- Trying to help resolve the problem by offering advice, alternatives, suggestions, or solutions so that the conflict ceases, thus ensuring the smooth function of EATG.

If either party to the conflict is not satisfied with the service provided by the

Ombudsperson, they may take the issue up with the ECRC.

7. Reporting responsibilities

The ECRC will prepare an annual report of its activities and present it to the Board of Directors; a copy of this report will also be sent to all members. The report will contain an anonymized assessment of overall activities, measures and actions taken in the course of the year.

The ECRC will advise the Board of Directors on actions to be taken in respect of potential, apparent/perceived or actual conflicts of interest. The advice will not be binding.

Where the Board of Directors decides not to follow the advice given by the ECRC they will provide reasoned decision for this. In this case, the ECRC will publish in its annual report a summary of both their advice and the Board’s reasoned decisions for rejecting it, taking care to maintain confidentiality and personal data privacy.

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Annex: EATG Travel and Finance Manual

INTRODUCTION

This section provides guidelines and establishes procedures for EATG members and staff as well as external EATG guests incurring travel costs and other EATG-related expenditure.

EATG will reimburse all approved and reasonable expenditure incurred in undertaking EATG duties and according to EATG internal rules. The guidelines enable controlled reimbursement to take place and indicate the evidence and the authorisation required.

The objectives of the organisation are to:

- Provide regular reimbursements to EATG members and staff, and guests when applicable
- Control costs
- Prevent fraud
- Ensure EATG complies with its fiscal and legal obligations
- Ensure transparency

It is the Board of Director's responsibility to ensure that costs are controlled and that expenses cannot be deemed to be extravagant. To set firm limits for every eventuality will always be difficult and will never suit every occasion or circumstance for expense reimbursement.

DEADLINES FOR SUBMISSION

Ideally, we would like to kindly request that receipts and DMA forms are submitted within 4 weeks. However, the following **final** deadlines are as follows:

- Receipts/forms/invoices January-March must be received at the office by 30th April of that year at the latest.
- Receipts/forms/invoices April-June must be received at the office by 31st July of that year at the latest.
- Receipts/forms/invoices July-September must be received at the office by 31st October of that year at the latest.
- Receipts/forms/invoices October-December must be received at the office by 15th January of the following year at the latest.

Any receipts/forms/invoices received after the deadline will not be reimbursed
Please notify the office about any delays (marie.mcleod@eatg.org)
Any other exceptions should be clarified IN ADVANCE

TRAVEL

The confirmation of participation at an EATG event is acknowledgment that EATG rules will be respected.

HOTELS AND ACCOMODATION

EATG travelers stay in hotels booked by EATG Events Coordinator. In case a hotel needs to be booked the EATG Events Coordinator must be informed well in advance.

Hotel accommodation is always covered and paid by EATG for all events organised by EATG. Travelers should not be required to give a credit card upon arrival unless private booking takes place. Only in exceptional situations and upon agreement of the EATG Events Coordinator should the traveler pay directly and claim via a reimbursement form.

Any damage to hotel or restaurant property is not covered by EATG. This includes and not limited to fines for any behavior against hotel rules e.g. smoking in hotel room.

Meeting packages:

- The EATG office will organise a full-package system which includes breakfast/lunch/dinner/ coffee breaks for the duration of the event itself. Eventually meals upon arrival or departure may not be part of the organized package (in this case please apply for DMA. Information about meals can always be found in the logistics note sent in advance.
- In case of a non-EATG organised event, please submit a DMA form for all meals not supplied.
- EATG will always provide one drink with dinner (non-alcoholic, house wine or house beer). Usually alcohol is not provided at lunchtime.
- EATG is not responsible for any food/drink expenses that are in addition to the package (minibar, extra drinks during meals etc.).
- To reduce food waste and to avoid throwing away valuable EATG money, EATG strives not to order food that will not be consumed. In case you do not have a possibility to participate in the organised meals during EATG events, you need to inform EATG Events Coordinator at least one week prior to the beginning of the event. Any person failing to be present, without a good reason communicated in advance to EATG Events Coordinator, for a pre-ordered group meal will be required to reimburse the corresponding cost of meal (according to the rate indicated in the signed contract with hotel, restaurant etc.) to EATG.
- Any member not joining pre-ordered group meals cannot claim

reimbursement for individual meals via DMA or receipt.

PRIVATE EXPENSES DURING TRAVEL

If the traveler wishes to prolong their stay, or book double room for a guest or make an upgrade in the hotel provided by EATG, (s)he may contact the Events Coordinator for the contact details of the hotel in order to benefit from EATG rates. All further arrangements shall be done by the traveler him/herself.

Please keep in mind that in this case all costs should be paid directly to the hotel and the traveler might be asked for a private credit card as a guarantee at check in. EATG is not responsible for any costs related to such bookings.

AIR AND RAIL TRAVEL

GENERAL RULES

FLIGHTS

Travelers are responsible for having appropriate valid travel documents (e.g. international passport for travelling outside the EU).

Travelers are responsible for obtaining their own visa in time. EATG can always provide invitation letter and hotel confirmation for this purpose. Please make a request of such documents well in advance.

BOOKINGS

- Travelers must book the flights through the EATG on-line booking tool (currently FCM)
- No traveler should buy flight tickets themselves via a different system unless agreed with the Events Coordinator in advance under exceptional circumstances
- This booking is approved by the office before the ticket is issued (with the exception of low cost airlines)
- Bookings with transfers should preferably be with the same airline or airline alliances to avoid additional check-ins
- Transfers should take place at the same airport
- Any changes to the original request will be communicated in advance to the traveler for consent
- The traveler must inform the office if (s)he makes any changes to the itinerary. Cost of such changes may be covered by EATG only under exceptional circumstances and with the prior notice

EXTRA COSTS

- If there is a cost for checked luggage (in case checked in luggage was not included to the original booking), the cost can be reimbursed by the EATG for one piece of luggage
- Extra (2nd) luggage costs will not be covered (unless agree with office and due to carrying office materials or material necessary for the event organisation).
- Any additional charges to the ticket e.g. cost for seat preference (full-service airlines), additional checked-in luggage must be paid by the traveler and will not be reimbursed by EATG.

DIFFERENT DATES

Travelers can book/request tickets for travel on dates before or after the event if the cost of the ticket does not exceed the price of the ticket on the recommended traveling dates and if the traveler agrees to pay for all additional expenses (e.g. accommodation and meals).

If for personal reasons the traveler wishes to book a ticket for dates that differ from the official dates of the meeting, they must follow these steps:

- Make a screenshot of the ticket price for the desired dates (from the search made through the EATG online booking tool)
- Make a screenshot of the ticket price you would take for the official dates of the meeting (from the search made through the EATG online booking tool)
- Send both screenshots to EATG Events Coordinator (events@eatg.org) informing about the wish to make a booking for the different dates. Such request shall be made within the communicated booking period and only well in advance to the beginning of the event
- Make the booking using EATG online booking tool after approval of EATG Events Coordinator

If the ticket price for the desired dates is higher than the ticket price for the official dates of the meeting, the traveler will be asked to agree in writing to reimburse the price difference to EATG as displayed on the screenshots.

In case the cost of the ticket for the desired dates is less compared to official dates there are no refund/reimbursement/substitutes of the difference to the traveler.

LOW COST AIRLINES

Please note, that when you are booking tickets from the low cost airlines (e.g.

Ryanair, Easyjet, Wizzair) the ticket will be issued automatically, without the prior check and confirmation of the EATG Events Coordinator (due to the system requirements). Thus please carefully double-check your booking before confirming it. In case you made a mistake, please immediately inform EATG Events Coordinator.

TRAINS AND BUSES

- International trains can be booked via EATG online booking tool in some cases. All other train and bus tickets that are not available on the FCM online booking tool shall be booked directly by traveler and agreed in advance with EATG Events Coordinator. Such tickets will be reimbursed via reimbursement form
- All train tickets should be booked in 2nd/ standard class (unless 1st class is cheaper/same price)
- Please note, that train tickets will be issued automatically, without the prior check and confirmation of the EATG Events Coordinator (due to the system requirements). Thus please carefully double-check your booking before confirming it. In case you made a mistake, please immediately inform EATG Events Coordinator.

FCM TRAVEL AGENCY

All bookings for air flights should be booked through FCM Travel. An exception to this rule can only be made after prior agreement with the office. All flights should be economy class and booked online via FCM. Exceptions must be requested in advance.

Those travelers that did not yet submit a FCM profile, must first do so. Contact events@eatg.org for the relevant form. After this form has been submitted with all relevant information an individual profile will be created within 24 hours and the traveler will receive all login instructions directly from FCM.

ACCESS ONLINE BOOKING TOOL

How to access online flight booking system

In order to have a profile on the online booking tool you will need to fill in the special form. Please request this form by sending an email to the EATG Events Coordinator.

Once your profile is created, you will receive a notification email with log-in instructions and user manual directly from the FCM agency.

BOOKING TICKETS

In order to book tickets, the online booking tool (see above) must always be used.

In the case of problems with first time use or technical problems, contact Kathleen Evens at FCM (Technology@be.fcm.travel).

If the traveler requires a multi-destination ticket with a complex itinerary or if no convenient flight can be found, the EATG Event's Coordinator (events@eatg.org) should be contacted.

How to book flight tickets

Please refer to the User Manual sent to you by FCM when booking tickets.

In order to log-in use the following link:

<https://hub.fcm.travel/Account/Login?returnUrl=%2FHome%2FDashboard>

Once you confirm your booking EATG Events Coordinator will receive your booking request. You will be contacted prior to approval if your booking does not correspond to our policy.

Please note, system will always require to fill in the line "Cost Centre". This corresponds to the name of the event (e.g. EATG General Assembly) or the reason of your travel (EATG representation).

ISSUED TICKETS

Tickets are received by email.

In case of questions regarding tickets, itinerary, luggage allowance etc. the contact persons are Peggy Jaich at FCM (peggy.jaich@be.fcm.travel) or EATG Events Coordinator (events@eatg.org)

GROUND TRANSPORT

EATG strives to organise environmentally friendly events and thus preferences is always given to the public transport.

Taxis will only be reimbursed in the following cases:

- flight arrival or departure before 8 am or after 10 pm
- 3 people or more share a taxi
- taxi costs are covered by a 3rd party

- health reasons signaled to the office in advance
- pre-approved by the office due to special circumstances

Unless indicated in logistics note EATG does not organize airport transfers.

Tips for a taxi ride up to 10% of the total bill are allowed. Tips that are higher than this amount will not be reimbursed by the EATG.

PRIVATE CAR USAGE

Travelers can also use their private car. This option should always be agreed with EATG Events Coordinator (events@eatg.org) in advance.

EATG will reimburse at the following rate:
0.30 EUR per kilometre

The kilometre reimbursement must be not be higher than the same journey with public transport, plane, train etc. There is no need to submit petrol receipts, but full details of the kilometre calculation must be added to **the reimbursement form** and a screenshot of maps from home to destination.

In doubt, please check with the Events Coordinator (events@eatg.org) in advance.

CAR HIRE

In exceptional cases EATG can cover the cost of a hire car and related costs. Please contact the office directly in advance (marie.mcleod@eatg.org).

OTHER TRAVEL-RELATED COSTS

VISA

If traveler is required to obtain visa, EATG reimburses fee of the visa application. If requested by the embassy, EATG may reimburse insurance and other visa-related costs. e.g. notary. Please contact EATG Events Coordinator (events@eatg.org) in advance and inform about all the previewed costs related to obtaining a visa.

INTERNET ACCESS

Internet in hotels is usually free. If this is not the case and the traveler requires paid internet services, this cost can only be reimbursed with proof that the service was necessary for an EATG-related task.

INSURANCE

Annual travel insurance can be claimed pro-rata. E.g. 10 trips per year total and 5 of these were for EATG, 50% of the insurance can be claimed via a reimbursement form.

Accident insurance for all EATG members on EATG related trips is paid for by EATG annually.

For the below cases, please FCM directly after situation took place (peggy.jaich@be.fcm.travel):

- Transport delays exceeding 4 hours
- Missed connecting flight
- Delayed luggage over 4 hours
- Damaged luggage
- Lost luggage

PARKING/TOLL

If it was agreed with EATG office in advance that the traveler can use his/her private car, then hotel or airport parking can be requested in advance via EATG Events Coordinator. If agreed in advance, toll costs can be reimbursed.

REIMBURSEMENTS AND DMA

DMA AND MEALS

Meals/drinks/refreshments are not reimbursed by receipt. The compensation of meals away from home is **only** via Daily Meal Allowance (DMA) according to German legislation.

All grey fields must be filled in and all provided meals must be indicated. e.g. in the case of a meeting package, organized dinner, hotel breakfast, invitation by an external party, lunch included in a conference, or proper meal on plane. For all these meals DMA cannot be claimed.

DMA does not include days not worked (e.g. extra days before or after event for sightseeing etc.) unless agreed with Executive Director in advance due to budgetary reasons.

When attending a function e.g. representation, meeting, conference or similar event outside EATG regime and the participant wants to claim DMA, a program

and if there is an invitation of the event, must be attached to the DMA reimbursement form to qualify for reimbursement.

DMA can be submitted by email.

To reduce food waste and avoid wasting valuable EATG money, EATG strives to not order food that will not be eaten. Any person failing to be present at preordered and prepaid group meals will be required to reimburse the total cost.

In addition, any person not joining organised group dinners cannot claim costs for individual meals via DMA or receipt.

Ideally DMA forms should be submitted within 4 weeks after the event.

If the traveler does not plan to participate in an EATG organised group meal (s)he must submit this information at the time of booking and at least one week prior to the beginning of the event.

All DMA forms are subject to the approval of the Executive Director and questions can be asked for clarification.

How to fill in a DMA form

- ☒ Add **name** and **address**
- ☒ Fill in:
 - **Representation approved by**
 - **How did you report?**
 - **Meeting/event name**
 - **Relevant budget**
- ☒ Find the **location** from the drop-down list.
- ☒ Now add chose the time and date the traveler set off from home or office under **Time leaving home** and **Date leaving home** from the drop-down lists
- ☒ Do the same for **arrival** back home/office/etc.
- ☒ The form automatically calculates the rates according to German fiscal rules
- ☒ Now chose “1” for any breakfasts, lunches or dinners that were supplied or included or any external invitations
- ☒ At the bottom the total DMA that can be claimed is now shown
- ☒ To receive the payment by bank transfer, now add IBAN and SWIFT (when relevant)
- ☒ To receive the payment via PayPal, add the relevant email address
- ☒ Add the **place** and **date** and print and sign the form
- ☒ Attach boarding cards and conference/meeting agendas when relevant and

send the form to the office

☒ If there are no boarding cards or an agenda to attach, the form can be sent by email to invoice@eatg.org

See template: <http://www.eatg.org/finance-and-travel-manual-and-related-forms-and-tutorials/>

See online tutorial <https://youtu.be/RMfRH2eufcg>

ENTERTAINMENT

Every entertainment activity must be agreed in advance.” Entertainment” is an event (with food/drink) to which external parties are usually invited except in the case of group dinners. An Entertainment Form must be submitted, showing the purpose, where the event took place, plus the name and position of every person entertained.

Receipts must be provided. The limit per person is 40 EUR for dinner and 20 EUR for lunch.

Tips for entertainment up to 10% of the total bill are allowed. Tips that are higher than this amount will not be reimbursed by the EATG.

How to fill in an Entertainment form

- ☒ Add the date of the dinner/drinks
- ☒ Add the city and country under Place of entertaining
- ☒ Add the person entertaining. This is the person who is paying the bill or leading the group
- ☒ Add the names and positions (e.g. guest, ECAB chair, etc.) of all persons present. To do this either:
 - The person entertaining adds the names and positions manually themselves,
 - the form round is passes around the table so everyone can fill in their own name and position, or
 - the participants list is attached to the back
- ☒ A valid reason for this expense must be given. Entertainment costs must emerge from an opportunity for the organisation. The reason must be very specific e.g. potential funder/continuation of meeting for reason X /dinner or lunch meeting for reason X, group dinner linked to meeting X, etc.
- ☒ Add date and place
- ☒ Sign form and attach the original restaurant receipt to the back

- ☒ The form must be sent by post asap (and within internal deadline) to office

See template <http://www.eatg.org/finance-and-travel-manual-and-related-forms-and-tutorials/>

See online tutorial <https://youtu.be/XmW-CdrQmq4>

REIMBURSEMENT

GENERAL

An expense claim must be supported by a reimbursement form and original receipts, invoices or similar. Credit card items should be accompanied by an itemised receipt giving full details of VAT numbers and amounts.

We must have proper original receipts to accompany allowable claims.

Each receipt or invoice should list at least:

- Description of goods/services supplied
- The total charge
- Name and address of supplier
- The date of supply
- Submitted during event to a staff member or via post or via email (in case of bank transfer and online/email receipts)

All grey fields must be filled in.

EATG cannot reimburse food/drink expenses by receipt – these costs may not be included (see DMA).

Ideally reimbursement forms should be submitted within 4 weeks after the event.

All reimbursement forms are subject to the approval of the Executive Director and questions can be asked for clarification.

How to fill in a reimbursement form

- ☒ The monthly MasterCard statement arrives by email from the office
- ☒ Add **name** and **address, credit card number** and the **date of the statement**
- ☒ To receive the payment by bank transfer, add IBAN and SWIFT (when

relevant)

- ☒ To receive the payment via PayPal, add the relevant email address
- ☒ Fill in:
 - **Place and Country visited**
 - Who approved your **representation**
 - **Meeting/event name**
 - **Relevant budget**
 - **How did you report?**
- ☒ Number the receipts
- ☒ Starting with receipt number 1, add the **date** of the expenditure, the **type of expenditure** with as much detail as possible
- ☒ Add the **amount** according to the receipt and the **currency** on the receipt
- ☒ Continue this way until all receipts have been included
- ☒ Now add the **place** and **date** and print and sign the form
- ☒ Add all original receipts and boarding cards (where applicable) and send the form to the office

See template <http://www.eatg.org/finance-and-travel-manual-and-related-forms-and-tutorials/>

See online tutorial https://youtu.be/UTTEpob_wNM

CASH REIMBURSEMENTS

As agreed with the office, reimbursement for costs occurred due to your travel (VISA costs, local transportation etc.) can be claimed. Reimbursement can be received in cash during EATG meetings where a relevant staff member attends. This information can be found in the info note the traveler receives prior to the meeting.

All cash reimbursements are done in euro. In case receipts have another currency the website <https://www.oanda.com/currency/converter/> should be used to convert the necessary amount according to the date of expenditure.

To receive the cash payment, a reimbursement form should be filled out and printed and taken along to the meeting. All original tickets and receipts should be attached, and these documents should be handed over to the EATG staff members carrying out payments. Reimbursements in cash only take place at the registration desk and during the set hours, which are explained in the info note.

IMPORTANT: If a cash reimbursement for a large amount is required, the financial Manager must be contacted in advance (marie.mcleod@eatg.org) indicating the required amount. Please note that according to Belgian legislation

we cannot pay more than 3000 EUR to one person in cash at a time.

We strongly advise all our participants who have a EURO bank account to receive reimbursements via bank transfer or PayPal due to security reasons.

PAYMENT TO EATG MEMBER VIA THIRD PARTY

Occasionally an EATG member will ask to be paid via another member (often cash). This is allowed as long as both parties agree. A specific form must be filled in and signed before EATG can pay to anyone except the entitled member. Please contact the Financial Manager (marie.mcleod@eatg.org)

ADMINISTRATIVE EXPENSES

NON-EURO EXPENDITURE

If some costs have been paid in a foreign currency the price must be converted to euros using the conversion rate of the date of payment via <https://www.oanda.com/currency/converter/>

Please add the original currency amount, the currency and the euro equivalent to the reimbursement form.

See online tutorial <https://youtu.be/3kFYsrO6tIM>

TELEPHONE-RELATED COSTS

When a private telephone is used for EATG calls, EATG members and staff may claim the cost of business calls plus VAT, on submission of the itemised telephone bill attached to a reimbursement form. Please contact the office **BEFORE MAKING THE CALLS** if the budget has not been clarified in advance.

PURCHASE OF EQUIPMENT

BoD have the right to the use of an EATG laptop. This must be an approved model and/or within a specific price range and bought centrally by the office.

If the person leaves post after two years, the item is returned to the office to pass on. If the person leaves after four years, they may keep the item after paying a market value.

If new phone is necessary, this must be agreed with and bought centrally by the office, within a suitable price range [max.€400].

The user is obliged to keep the equipment in full correct working order, to do

regular data safeguards and to run only licensed software. The EATG will not pay or reimburse data transfer from previous equipment. (S)he is also obliged to protect it from loss, damage or theft.

The EATG depreciates laptops within 3 and phones within 5 calendar years.

INVOICES AND CONTRACTUAL WORK

CONTRACTUAL WORK

In specific situations members or external individual will be contracted for project and other EATG-related tasks. Contracts will have Terms of Reference (ToR attached). In many cases, filling in a timesheet is compulsory. All contracts will be numbered and can be signed electronically. The contracted person will undertake any necessary tax and social security payments and is responsible to supply the correct information and documents towards the tax and social authorities. EATG currently has 3 rates for contractual work: 105, 175 and 250 EUR depending on the level of the tasks to be delivered.

INVOICES FOR CONTRACTUAL WORK

How to create an invoice for EATG

What information needs to be on the invoice?

- Full name
- Full legal address (no PO/Postbox address) including the postcode and country
- The registration for all companies and organisations
- IBAN for all payments + SWIFT code to facilitate payments and avoid errors and extra costs
- Name and address of bank account owner if different to invoice issuer
- An email address and phone number, in case of questions or problems with the payment
- Some countries require specific information, but it is the issuer's responsibility to ensure the invoice complies with their country's laws e.g. France: capital of the company, Germany: name of the owners, etc. Some countries also require EATG's registration number:
 - Registration Belgium: 0877.686.583
 - Registration Germany: VR8542
 - EATG has no VAT number
- EATG's full Belgian address:
European AIDS Treatment Group
Interoffices - Avenue des Arts 56-4c

1000 Brussels, Belgium

- ☒ The name of the EATG Staff contact person for the invoice (this person needs to approve the invoice!)
- ☒ Date of the invoice
- ☒ The invoice number (especially important if VAT appears on your invoice)
- ☒ The EATG contract name and number (where relevant)
- ☒ Payment terms and payment method
- ☒ The word "Invoice"
- ☒ Invoices can be in French, English, German or Dutch
- ☒ Full description of the service in understandable language including the name of the project or budget Date/period when the service was delivered
- ☒ Number of hours/days and rate (where relevant)
- ☒ Reference to timesheet (where relevant)
- ☒ Total (including VAT where relevant)
- ☒ Add text: The Consultant will undertake any necessary tax and social security payments.
- ☒ If more than one page total amount per page
- ☒ Signature

The more details the better!

Invoices can be submitted electronically to invoice@eatg.org

MAKE CLEAR & READABLE SCANS and send as a PDF!

Deadlines for submission are as below for invoices:

- January-March must be received at the office by 30th April of that year at the latest
- April-June must be received at the office by 31st July of that year at the latest
- July-September must be received at the office by 31st October of that year at the latest
- October-December must be received at the office by 15th January of the following year at the latest

See template <http://www.eatg.org/finance-and-travel-manual-and-related-forms-and-tutorials/>

See online tutorial <https://youtu.be/wRdeVYbqglw>

MEMBERSHIP FEE

The EATG annual membership fee is based on the country of residence, between 10 and 30 EUR.

Members are requested to pay their EATG membership fee once per calendar year. Fees can be paid in cash, bank transfer or via PayPal (www.paypal.me/EATG). Please note that ordinary members that have not paid their annual membership fee will not be able to vote at the GA.

A payment receipt can be given when requested.

It is acceptable for one EATG member to pay the membership fee of another member.

If, for whatever reason, a member is unable to pay the membership fee, (s)he should contact the EATG office (marie.mcleod@eatg.org).

HONORARIA

EATG is not allowed to receive honoraria directly. Therefore, members receiving honoraria in the name of EATG should receive the total amount directly and are kindly encouraged to donate 30% to EATG via www.paypal.me/EATG or by bank transfer.

OTHER

- Excessive postal charges can be reimbursed
- Gifts: Individual gifts should not exceed the amount of 50 euros. The reason for a gift should be mentioned in the expense claim form. Decisions on gift buying can be made by persons in charge of budgets otherwise it should be agreed in advance with the appropriate person. Giving a gift should not create a conflict of interest and should be transparent. Please clarify with the office in advance.
- Third-party coverage
 - As soon as the traveler is informed that his/her costs will be covered by a third-party, the Financial Manager must be contacted (in advance), indicating exactly which costs are covered, the contact person, the rules, and attaching claim forms when relevant.
 - Costs must be according to EATG internal rules
 - Submit DMA and /or reimbursement form within 4 weeks clearly indicating in the additional information section at the bottom of

the reimbursement form that costs must be claimed from an external party

QUESTIONS AND ANSWERS

Q: My health is not too good and I struggle on public transport. What should I do?

A: Please contact the office directly (events@eatg.org). We will be happy to authorise your use of a taxi.

Q: I don't seem to have received my payment from EATG. What do I do?

A: Please contact the Finance Manager directly by email marie.mcleod@eatg.org. She is happy to hear from members if the delay is too long – as that probably means something went wrong!

Q: I need to make some EATG calls. Can I claim the costs?

A: Yes, the costs can be claimed via a reimbursement form. For phone calls we need to receive an itemised bill. For Skype, we need the Skype invoice and an explanation attached. Please contact the office BEFORE MAKING THE CALLS if you haven't clarified with a working Group Chair or BoD member which budget the costs should go on.

Q: Do I need to send my signed contract by post?

A: No, contracts that have a scanned signature can be sent via email to: invoice@eatg.org

Q: Do I need to send my DMA form by post?

A: No, DMA forms that have been correctly filled and have a scanned signature can be sent via email, along with supporting documents when relevant, to: invoice@eatg.org

Q: Do I need to send my reimbursement form by post?

A: We always need to receive original receipts, so yes, usually we always need to receive original, signed reimbursement forms including all original receipts by post.

EXCEPTION: in the case of electronic invoices we can receive the form with the receipts attached AS ONE FILE (preferably pdf) by email to invoice@eatg.org

Q: Can I invoice for work done and claim reimbursement within the same document?

A: Work needs to be billed on an invoices and costs can only be claimed separately via a reimbursement form.

Q: I need to take out a travel insurance. Can I claim this from EATG?

A: Yes, an annual travel insurance can be claimed pro rata. e.g. If you make 10 trips per year in total, and 5 of these are for EATG, you can claim 50% of the travel insurance using a reimbursement form. Please explain your calculation on the form, indicating the 5 trips you made for EATG.

Q: I am a paid consultant for EATG. Can I still claim DMA?

A: Yes, anyone going to an EATG meeting or representing the organisation can claim DMA to cover meals that were not supplied.

Q: I have been invited to an EATG event but am afraid I might not be able to afford to pre-finance any costs. What should I do?

A: We fully understand if someone is not in the financial position to pay for costs in advance. Please contact the office (marie.mcleod@eatg.org) and we will try our hardest to find an individual solution for you.

Q: I have received a request for my annual membership fee and I cannot afford to pay it. What should I do?

A: Please send a request to Marie (marie.mcleod@eatg.org), stating your reason(s) for not being able to pay e.g. you have no income or if you are in an economically challenging situation. She will then forward your request to the BoD, who decide to can waive the membership fee for that period.

SUSTAINABLE EVENTS GUIDELINES

Respect to sustainability is respect to the world

HOTEL AND VENUE

Significant points:

- easily reachable by walking and/or public transport
- eco-friendly accommodation
- awarded with an eco-label
- pursues a policy of corporate social responsibility (CSR)
- if hotel and venue are different, then they should be preferably within the walking distance or short direct ride by public transport
- when possible, work with locally owned hotels to support local economy and provide guests with local charm
- products available in the hotel: are they organic, local (to reduce emissions for transport of products and support local producers), sustainable, and/or Fairtrade?
- waste management system in place
- availability of space to store/park bicycles
- possibility to hold hybrid events (to reduce greenhouse gas emissions and save time and money)

TRANSPORT AND MOBILITY

Significant points:

- prioritise environmentally-friendly transport (train instead of plane, usage of public transport, bike, etc.)
- welcome taxi-sharing
- carbon footprint reduction: money equivalent to the emissions produced will help to finance ecological projects

CATERING

Significant points:

- choose sustainable or Fairtrade | Bio food, local and seasonal products
- preference of glass over plastic bottles
- avoid food waste (tell participants that it is important for them to confirm their attendance in order to avoid waste and money spending, strive to agree on the final number of participants at the latest moment)
- favour biodegradable and compostable utensils plates and cutlery
- check possibility to donate unused food for local food-banks and distributing it to people in need

WASTE MANAGEMENT

Significant points:

- where possible, avoid paper and plastic items for the communication material & invitations (e.g. avoid usage of badges)
- minimise printed material (e.g. double-sided printing, materials available virtually e.g. on Dropbox etc.)
- use recyclable paper
- avoid ordering more food and drinks than needed (see previous list)
- reuse conference material and buy sustainable material
- ask participants to sort, recycle and compost any waste in accordance with local rules
- minimise promotional material (bags and other gifts) and choose products made with sustainable materials or from social projects
- retrieve the material from your conferences after the event in order to reuse it or redistribute it to a charity.

LEISURE AND TEAM BUILDING

Possible activities:

- sustainable cooking
- local beers tasting

CONTACT

Marie McLeod, Finance & HR Manager: marie.mcleod@eatg.org

Nora Tillich, Accounts Assistant: eleonora.tillich@eatg.org

Nadiia Gaidak, Events Coordinator: events@eatg.org

To submit invoices or forms: invoice@eatg.org

Postal address office

**European AIDS Treatment Group
Interoffices - Avenue des Arts 56-4c
1000 Brussels, Belgium**

Annex: EATG Anti- corruption Policy

Persons concerned

This Anti-corruption policy applies to all EATG employees, including consultants, interns, volunteers and other short-term personnel. They shall hereafter be referred to as staff. This document also applies to board members and any other person when representing EATG, that shall hereafter be referred to as representatives.

It is expected that this policy is known by EATG partners and members.

Article 1: Introduction and background

The very first guiding principle of EATG states that “EATG shall be democratic and accountable, transparent and accessible to its members, people living with HIV, and their advocates”.

EATG is committed to acting professionally, fairly, and with integrity in all relationships, wherever in the world it operates. EATG will constantly uphold all laws relating to corruption in all the jurisdictions in which it operates.

Corruption risks vary with context. Research suggests that the risk of corruption in projects and organisations is higher specifically in areas:

- with conflict
- where a high level of corruption exists in society in general governed by weak and ineffective governments and authorities with weak and ineffective legal systems

And where the organisation or the project has:

- A low level of transparency
- A weak administrative system (weak financial routines, lack of internal control, unclear staff policy, lack of guidelines for e.g. logistics and purchase etc).

According to Transparency International we define corruption as the abuse of entrusted power for private gain. Corruption erodes trust, weakens democracy, hampers economic development and further exacerbates inequality, poverty, social division and the environmental crisis.

Furthermore, risk management methods not only relate to financial systems and audits but include work around values, attitudes, separation of duties, whistle-blowing or complaint mechanisms, actions against unjust structures or destructive behaviour, and developing internal routines and systems to prevent,

detect and act against corruption.

Article 2: Definition

EATG sees corruption as a form of power abuse: misuse of resources, trust, power in order to obtain advantages for oneself, for a related person or for a group. The advantage may be of a financial character as well as other advantages such as increased influence, improved reputation, votes and sexual or other services. But corruption may also consist of failure to take action, e.g. failing to report a suspect person or action.

Examples of what is usually included under the concept of corruption:

- Favouritism and nepotism: favouring one person or group over and against other persons.
- Bribery and kickbacks: to request and/or receive undue rewards for exercising one's office, or to give or offer such undue rewards.
- Embezzlement: to take or keep goods or money which should have been passed on or accounted for, in a way which entails economic loss for the person affected and gain for someone else.
- Blackmail: using unlawful coercion to induce a person to an action or an omission which involves financial loss or other harm to the person being coerced and corresponding gain for someone else.
- Fraud: to disseminate misleading information to the public or to particular groups in order to influence the price of goods, securities or other property.
- Conflict of interests: to handle or make decisions in a matter which concerns or will benefit oneself or a close relative.
- Money laundering: using legal financial transactions to hide or dispose of money or property acquired from criminal activity.

Article 3: Principles and approaches for EATG's anti-corruption work

EATG applies the following principles to corruption:

3.1 Openness and transparency

EATG and their partner organisations should strive for openness and transparency in all their activities.

It is crucial to apply openness concerning policies, strategies, plans, decisions, reports and financial issues in order to be able to combat corruption. Through transparency, the internal control is strengthened, and confidence is created among staff, members and the various actors in the chain, including the ultimate beneficiaries of the work.

3.2 Accountability and distribution of responsibilities

It must be possible to hold persons in charge accountable for their actions.

3.3 Participation

All the relevant stakeholders in the chain of cooperation, including the intended beneficiaries, should have influence over the processes in the cooperation.

3.4 Never accept

The staff and representatives of EATG cannot provide, ask for or receive anything which could be defined as corruption

For EATG staff Belgian law applies, also when the work is carried out in other countries, in addition to the law in the respective country. When funds are paid out to a contracted partner registered in another country, the laws of that country apply. Furthermore, relevant rules and traditions in the country are to be upheld and respected – but can never be used as an excuse for corrupt behaviour.

3.5 Always take action

The staff and representatives of EATG must always take action on information, warning signs or suspicious incidents, according to the action plans elaborated below. This primarily means finding out more without overreacting or creating unnecessary rumours. Any investigation should be conducted after a decision according to the action plan. Internal as well as external informants should be offered anonymity and, when called for, other security measures.

3.6 Always inform

At suspicion or discovery of corruption, the staff and representatives of EATG must always inform the appointed person (ref. to No 5) at EATG designated to be responsible for corruption issues. They must also report on measures taken and what they plan to do in connection with the matter. The EATG Executive Director is responsible for informing the donors. Advantages such as increased influence, improved reputation, votes and sexual or other services. But corruption may also consist of failure to take action, e.g. failing to report a suspect person or action.

Article 4: Guidelines for EATG's anti-corruption work

EATG's work in preventing and handling corruption takes place on several levels within its operations.

4.1 Action plan

Following actions, among others, are in use:

- Reportings and discussions during staff meetings
- Audits
- Reporting to the EATG Executive Director, and actions taken on suspected and/or detected corruption
- Contract-templates and follow up on the implementation Organisational development assessment

4.2 Work on values and competence development

There should be an ongoing discussion of ethical dilemmas and value issues at the management levels of EATG, as well as opportunities to discuss and develop the capacity of EATG staff and elected representatives to combat corruption.

4.3 Organisational development

EATG's work on organisational development should include promoting the development of sound, relevant and efficient action to prevent, detect and handle corruption.

4.4 Monitoring

On suspicion of corruption EATG can, when appropriate, demand an extra audit or an investigation of the organisation or intervention. If evidence of misconduct and/or corruption is found, EATG should review its support for the intervention, demand repayment of funds, terminate the contract and take legal action if necessary. Special checks with a focus on detecting mismanagement and corruption can be implemented by EATG.

4.5 Contracts, forms and other relevant documents

Contracts, forms and other relevant documents should be edited in a way which takes into consideration and facilitates the work of combatting corruption.

4.6 Networking

EATG will participate in relevant networks for the exchange of experiences, competence development and learning about anti-corruption.

4.7 Cooperation

EATG shall not cooperate or partner with organisations that are not respecting EATG's anti-corruption policy.

4.8 Gifts and hospitality

EATG accepts normal and appropriate gestures of hospitality and goodwill (whether given to/received from third parties) so long as the giving or receiving gifts meets the following requirements :

- It is not made with the intention of influencing the party to whom it is

being given, to obtain or reward the retention of a business or a business advantage, or as an explicit or implicit exchange for favours or benefits.

- It is not made with the suggestion that a return favour is expected.
- It is in compliance with local law.
- It is given in the name of the company, not in an individual's name.
- It is appropriate for the circumstances (e.g. giving small gifts around Christmas or as a small thank you to a company for helping with a large project upon completion).
- It is given/received openly, not secretly.
- It is not selectively given to a key, influential person, clearly with the intention of directly influencing them.

EATG recognises that the practice of giving and receiving business gifts varies between countries, régions, cultures, and religions, so definitions of what is acceptable and not acceptable will inevitably differ for each.

The intention behind a gift being given/received should always be considered. If there is any uncertainty, the advice of the Executive Director or appointed person should be sought.

Article 5: Communication and monitoring

5.1 Implementation

Internally: EATG's Executive Director shall themselves be responsible for, or/and annually appoint a person responsible for, coordinating and monitoring the implementation of the anti- corruption policy. This person shall also register, handle and document incoming tips and coordinate ongoing cases.

The Executive Director or appointed person is responsible for ensuring that staff and elected representatives are aware of and apply EATG's anti-corruption policy. They is also responsible for making decisions about starting an investigation or taking other measures when suspected or detected cases of corruption occur.

Each employee is responsible for implementing the policy in his/her work. This includes clarifying the implications of the policy for partners and relevant actors, and to be vigilant and report incidents and suspected corruption according to standard procedures. It also includes informing the Executive Director or appointed person about suspicious incidents.

Externally: EATG will communicate this policy to its partner organisations via its website and other relevant channels.

5.2 Protection of whistle blowers

If EATG staff or elected representative refuses to perform an act of corruption (e.g. take a bribe) or reports a concern relating to potential act(s) of corruption, EATG understands that concerned person may feel worried about potential repercussions. EATG will support anyone who raises concerns in good faith under this policy, even if investigation finds that they were mistaken.

EATG will ensure that no one suffers any detrimental treatment (refers to dismissal, disciplinary action, threat, or unfavourable treatment in relation to the concern the individual raised) as a result of refusing to perform an act of corruption or because they reported a concern relating to potential act(s) of corruption.

EATG staff and elected representatives are encouraged to raise concerns about any instance of suspected corruption at the earliest possible stage through their respective management or directly address the Executive Director and/or appointed person.. Any staff or elected representative who suspects or reports suspected dishonest activity or any such activity that he/she has witnessed, may remain anonymous.. It is under the responsibility of the Executive Director and/or appointed person to guarantee such anonymity.

Allegations made by staff or elected representatives which are false or made with malicious intent should be discouraged by management. Where such malicious or false allegations are discovered, the persons who made the false allegation should be subjected to firm disciplinary action that is in accordance with the current Work Rules and applicable law. There will be no reprisal against staff or elected representatives, who in good faith reported a violation or a suspected violation of this policy.

5.3 Plan for communicating the policy

The policy will be available in English and French. Additional translation might be called for in the programme areas depending on needs. EATG's staff and elected representatives and their partner organisations are to be adequately informed about the policy and its contents. The responsibility for this rests with the Executive Director and/or appointed person.

5.4 Monitoring and evaluation

A review of the policy is to be made not less than every three years. Staff and elected representatives are encouraged to offer their feedback on this policy if they have any suggestions for how it may be improved. Feedback of this nature should be addressed to the Executive Director or appointed person. It is the responsibility of the Executive Director to make the needed changes to the

policy. The policy is to be monitored and evaluated by the Executive Director and/or appointed person.

European AIDS Treatment Group (EATG)

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