

**STRATEGY, INVESTMENT, AND IMPACT COMMITTEE  
DECISIONS AND RECOMMENDATIONS TO THE BOARD**

**PURPOSE:**

1. This report serves to inform the Board about the decisions taken by the Strategy, Investment, and Impact Committee (SIIC) in accordance with its Charter. In this report, the SIIC also recommends, based on a request from the Secretariat, that the Board give the Secretariat delegation of authority on certain operational matters related to grant management.

## **PART 1: INTRODUCTION**

1.1 Since its establishment by the Board in November 2011, the Strategy, Investment, and Impact Committee (SIIC) has met twice. The first meeting, from 9-10 February 2011, served as an introduction to the Global Fund for new members as well as an induction for new and returning members to the new governance system established by the Board in November 2011. The second SIIC meeting took place on 27-28 March 2012. Todd Summers and Shaun Mellors serve as Chair and Vice-Chair of the Committee.

1.2 This report presents to the Board the decisions taken by the SIIC in accordance with its Charter<sup>1</sup>. It also recommends that the Board delegate to the Secretariat certain authorities pertaining to grant management. The paper is divided as follows:

### **Part 2: Decisions taken by the SIIC pursuant to its delegated authority**

- i. *Market Dynamics Advisory Group (MDAG): Appointment of members and approval of terms of reference*
- ii. *MDAG Working Group on the Affordable Medicines Facility – Malaria (AMFm WG): Appointment of members*
- iii. *Technical Evaluation Reference Group (TERG): Appointment of members and approval of terms of reference*

### **Part 3: Decisions recommended to the Board**

- i. *Delegation of Authority to the Secretariat regarding grant signing, grant start dates and certain other operational matters*

1.3 All background documents that formed the basis of SIIC decisions and other deliberations may be accessed by persons with access to the Governance Extranet <http://extranet.theglobalfund.org/board/default.aspx>.

## **PART 2: DECISIONS TAKEN BY THE SIIC PURSUANT TO ITS DELEGATED AUTHORITY**

### **Market Dynamics Advisory Group**

2.1 In November 2011, the Board's Leadership submitted for its approval the "Governance Reform Initiative"<sup>2</sup>. This package established the Market Dynamics Advisory Group (MDAG) in the Bylaws of the Global Fund. The objective of the MDAG is to ensure that the Board, through the SIIC, receives high quality strategic advice on both market initiatives relevant to the Global Fund's mandate and innovative mechanisms that target improved access and impact at the country level. The Board tasked the SIIC with approving the detailed terms of reference (TORs) of the MDAG and selecting the MDAG's members, including for the Working Group on the Affordable Medicines Facility – Malaria (AMFm WG). The SIIC worked from February through April to finalize the TORs and select the members for the MDAG and its AMFm WG.

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<sup>1</sup> The SIIC Charter and other core governance documents are available at the following link: <http://www.theglobalfund.org/en/about/structures/board/>

<sup>2</sup> "Governance Reform Initiative", (GF/B25/5) available at <http://www.theglobalfund.org/en/board/meetings/twentyfifth/documents/>

2.2 At its first meeting in February 2011, the SIIC approved the TORs of the MDAG, and has subsequently amended it to make certain improvements. The current MDAG TORs as approved by the SIIC are attached as Annex 1 to this report.

2.3 On 29 February 2011, all Board constituencies and various partners received a call for nominations for the MDAG. Following a review process, the SIIC at its 2<sup>nd</sup> Meeting appointed the following persons<sup>3</sup>:

Boulton, Ian	Juneja, Sandeep	Waning, Brenda
Dodoo, Alex	Pillay, Anban	Xu, Ming
Fundafunda, Bonface	Sabot, Oliver	Yadav, Prashant

2.4 The SIIC decided to postpone the selection of the leadership of the MDAG pending solicitation of interest from the MDAG members themselves. The SIIC also noted the importance of the SIIC Chair and Vice Chair, who are members of the MDAG in an ex-officio capacity, in bringing to the group strong institutional knowledge and linkages to the Global Fund's 2012-2016 Strategy.

***SIIC02/DP1: Membership of the Market Dynamics Advisory Group***

***The SIIC approves the members of the Market Dynamics Advisory Group (MDAG) listed in GF/B26/09. All members shall serve a term of two years.***

***The Terms of Reference of the Market Dynamics Advisory Group is approved as per Annex 1 of GF/B26/09.***

**MDAG's Working Group on the Affordable Medicine Facility-Malaria**

2.5 The selection process to appoint members of the AMFm WG was launched immediately after the 2<sup>nd</sup> SIIC Meeting because the SIIC agreed that the Call for Expressions of Interest for the MDAG sent to the Board on 29 February 2012 may not have been sufficiently clear for applicants who wished to serve specifically on the AMFm WG. Therefore, the SIIC decided that Board constituencies and – on the suggestion of the TRP Chair – TRP members should be requested to nominate persons qualified and able to serve on the AMFm Working Group as members or in leadership positions.

2.6 On 2 April 2012, the SIIC Chair and Vice-Chair launched a Call for Nominations for the AMFm WG. The call closed, on 11 April 2012, with 25 persons expressing interest to become members of the AMFm WG. Based on the MDAG Terms of Reference, the AMFm WG will be composed of a total of six members, including donors and implementers. In addition, the TORs (as amended) stipulate that at least two members should also be members of the MDAG. UNITAID, as a key partner of the AMFm, was requested to nominate a Chair. All members are subject to approval of the SIIC.

<sup>3</sup> The selection process, criteria and recommendations are described in GF/SIIC02/o2: "Appointment of the Members of the MDAG".

2.7 The SIIC appointed the following six individuals as members of the AMFm WG, two of whom are also members of the MDAG:

- i. Bart-Plange, Constance (Implementer)
- ii. Boulton, Ian (MDAG member)
- iii. Court, Alan (Chair)
- iv. Nazzaro, Susan (Donor)
- v. Sidhu, Samrita (Donor)
- vi. Yadav, Prashant (MDAG member)

2.8 In addition, the SIIC agreed to amend the MDAG TORs to allow for one additional member and three permanent organizational technical representatives to enable increased participation by implementers and technical partners, as follows:

- viii. Lloyd Matowe (Implementer)
- ix. Roll Back Malaria Partnership (Technical Representative)
- x. World Health Organization (Technical Representative)
- xi. UNITAID (Technical Representative)

**SIIC02/DP1: Membership of Market Dynamics Advisory Group's AMFm Working Group**

***The SIIC approves the members of the Market Dynamics Advisory Group (MDAG) AMFM WG as listed in GF/B26/09 and appoints Mr. Allan Court, representing UNITAID, as Chair. All members shall serve a term of two years or until the advisory requirements with regard to the AMFm are no longer deemed necessary by the SIIC, whichever comes first.***

**The Technical Evaluation Reference Group**

2.9 The TERG is made up of 14 members: five *ex officio* and nine appointed by the SIIC. The *ex officio* members are as follows: a member of the SIIC leadership, UNAIDS, Roll-Back Malaria, the Stop TB Partnership, and the Secretariat respectively.

2.10 The terms of 5 of the appointed members recently came to an end. In order to fill these vacancies, expressions of interest were sought from Board constituencies and partners. Thirty five applications were received. Selection criteria to create a short list were applied based on paragraph 7 of the TERG Terms of Reference (TORs), which stipulates the criteria as: i) credibility and independence, ii) expertise and experience in monitoring and evaluation, iii) country experience in data collection and analysis, iv) knowledge of the three diseases and of health systems strengthening, v) knowledge of the Global Fund and its activities, vi) commitment and availability to serve, vii) absence of conflict of interest, and viii) geographical and gender representation.

2.11 On the basis of the above, the SIIC appointed the following persons to serve on the TERG:

- i. De Savigny, Don
- ii. Kruse, Stein-Erik
- iii. Tulloch, Jim
- iv. Van Damme, Win

v. Yibeltal, Assefa

2.12 The SIIC also appointed a sixth *ex-officio* member to the TERG. This *ex officio* member is Peter Hansen as the representative of GAVI. This addition to the TERG strengthens collaboration with partners. GAVI was identified as an important additional member due to its role in health systems, data quality audits, performance based funding and country evaluation activities.

2.13 The SIIC also amended the TERG TORs to bring them in line with the new governance system (replacing references to old committees with new ones and making other non-material changes). This is in line with the delegated authorities contained in the SIIC charter. The TERG TORs as approved by the SIIC are attached as Annex 2 to this report.

**SIIC02/DP3: Membership of Technical Evaluation Reference Group**

**The SIIC approves the members of the Technical Evaluation Reference Group (TERG) as listed in GF/B26/09.**

**The SIIC amends the Terms of Reference of the TERG as set out in Annex 2 of GF/B26/09.**

**PART 3: DECISIONS RECOMMENDED TO THE BOARD**

3.1 The Secretariat presented a paper to the SIIC identifying areas of grant management currently governed by Board decisions where providing a “delegation of authority” would allow the Secretariat to resolve operational constraints without requesting, on a grant-by-grant basis, decision points from the Board. This request for a delegation of authority was prompted by the findings of the High Level Panel and the conclusion of phase 1 of the governance reform which amended the Bylaws of the Global Fund. The Secretariat asked for flexibilities in the following areas: i) deadlines for signing grant agreements, ii) setting grant start dates, iii) extensions of grant end dates (length of grants), iv) extensions to the current implementation periods and v) management of conditions emerging from “conditional go” recommendations to the Board. In all cases, the Secretariat proposed maintaining the parameters of the rules, but allowing the Secretariat to provide exceptions without requesting them from the Board or reporting to the Board each time an exception is made. The background note (SIIC02-FOPC02/03 Annex 1) prepared by the Secretariat provides additional information regarding each of the areas where a delegation of authority is being recommended.

3.2 Committee members agreed, in principle, with the need for the Secretariat to have the flexibilities needed to manage the day-to-day decisions on grants and suggested certain amendments and clarifications to the request for delegated authority. The SIIC also requested that the Secretariat exercise caution when approving any exceptions connected with this delegation and limited the delegation of authority so that appropriate senior management oversight is exercised over the decisions made by the Secretariat.

3.3 The SIIC recommends the following decision point to the Board:

## **Decision Point GF/B26/DPXX: Delegation of Authority for Grant Operations**

### **1. The Board notes that:**

- a. it has previously made decisions restricting the timeframe for signing grant agreements, placing parameters around the flexibility to set grant start dates, limiting the ability to extend the total length of a grant, and detailing the process for Phase 2 and Periodic Reviews;**
- b. the principles surrounding these decisions remain valid and support the Global Fund's mandate to efficiently and effectively provide funding to programs while ensuring that only strategic, cost-effective investments are made; and**
- c. while the general principles remain valid, there is a need to allow for additional flexibilities, where necessary, to ensure the Secretariat is able to independently respond to grant specific needs while managing day-to-day grant management operations.**

### **2. In order to address certain operational constraints and increase the efficiency and effectiveness of the Secretariat in grant management operations, the Board:**

- a. further delegates to the Secretariat, in line with the authorities provided under GF/B24/EDP/4, the authority to approve extensions of up to three months to the signing timeframe for future approved proposals on an exceptional case-by-case basis and only in situations in which there is a strong justification for granting an extension;**
- b. extends the authorities provided under GF/B24/EDP/7 by delegating to the Secretariat the authority to make exceptions, due to operational needs, to the general principle that grant start dates should not be set beyond 15 months, or 18 months, as applicable, after Board approval of a proposal; so long as no exception results in a grant start date being set beyond 22 months after Board approval of a proposal;**
- c. delegates to the Secretariat the authority to make exceptions, due to compelling circumstances, to the existing policy which only allows for a maximum extension period of six months to the total length of a grant's implementation period, at the end of a program; so long as any extension does not lengthen the total implementation period by more than twelve additional months; and**
- d. delegates to the Secretariat the authority to, on an exceptional case-by-case basis:**
  - i. provide additional no-cost extensions to the current grant implementation period during the renewals process, based on specific grant related circumstances, to allow for continued grant implementation; and**

- ii. amend conditions upon which the Board has conditioned the approval of incremental funding where necessary to account for changes in circumstances; so long as measures are available to effectively mitigate the risk addressed in the condition.***
- 3. In order to ensure proper oversight, the Secretariat must limit the ability to approve the use of the delegations of authority granted above to the appropriate panel or committee of senior managers within the Secretariat.***
- 4. The Board requests that the Secretariat prepare a report twice a year detailing any exceptions or extensions approved in connection with this decision point and submit such report to the Strategy, Investment and Impact Committee for review. The first such report will be submitted to the SIIC prior to its first meeting in 2013.***

**TERMS OF REFERENCE OF THE  
MARKET DYNAMICS ADVISORY GROUP**

**A. Purpose**

1. The purpose of the Market Dynamics Advisory Group (MDAG) is to advise the Global Fund on policies and initiatives to improve its ability to shape markets of key health products so as to optimize price, quality, design, and sustainable supply consistent with applicable Global Fund quality assurance requirements.

**B. Functions**

2. The MDAG will report to the Board through the Strategy, Investment and Impact Committee (SIIC) and will:
  - a. Make recommendations to the SIIC on market-shaping interventions to quality- assured health product markets so as to optimize value for money and impact, including ways in which unit prices of health products can be used in the allocation and management of Global Fund resources;
  - b. Promote and support coordination with partner organizations to ensure comprehensive and current analyses of markets for global health products relevant to the Global Fund;
  - c. Provide guidance on the effectiveness and impact of the Global Fund's market- related interventions, including those approved by the Board as part of the Market Shaping Strategy (GF/B23/21) and the voluntary pooled procurement and price reporting mechanisms; and
  - d. Advise the SIIC and the Secretariat on actions pertaining to other market-related issues as determined by the SIIC and/or the Board.

**C. Composition**

3. The MDAG will be composed of eight members plus a chair and vice chair. In addition, the Chair and Vice Chair of the SIIC shall be ex officio members. Members shall serve a two- year term.
4. Members and leadership of the MDAG will be determined by the SIIC, taking into account requisite technical skills required for the MDAG and with due consideration for gender and geographic diversity.
5. MDAG members and leadership may receive honoraria and reimbursement for expenses consistent with arrangements for members of the Global Fund's Technical Review Panel.

**D. Methods of Work**

6. To guide its operations, the MDAG will develop an annual work plan and budget in consultation with the Secretariat for review and approval by the SIIC, with subsequent review and approval of the budget by the Finance and Operational Performance Committee.



7. The MDAG will meet twice per year and provide a report and relevant recommendations to the SIIC following each meeting. Additional meetings may be held as required by the agreed work plan.
8. As part of its annual work plan and budget, the MDAG may commission independent analyses or other work essential to meeting its objectives when that work cannot be done by the Secretariat or a partner organization.

**E. Managing Conflicts of Interest**

9. As with all bodies of the Global Fund, the work of the MDAG must be beyond reproach in both practice and perception. Because product procurement often generates heightened concern regarding potential conflicts of interest, and given the magnitude of Global Fund investments in this area, the SIIC will develop, in consultation with the Audit and Ethics Committee, a plan to identify and manage effectively actual and perceived conflicts of interest (with the development of requisite guidelines). MDAG members will also be subject to the Policy on Ethics and Conflict of Interest for Global Fund Institutions.

**F. Affordable Medicines Facility-malaria Working Group of MDAG**

10. In 2008, the Global Fund agreed to host Affordable Medicines Facility-malaria (AMFm), an initiative to increase the provision of affordable ACTs through the public, private for-profit and not-for-profit sectors. Board oversight of this initiative had been delegated to the new MDAG. Therefore, while the initiative continues and so long as the Board requires, the MDAG will assume oversight of the AMFm Phase 1 pilot and will do so by establishing a suitably qualified AMFm Working Group that will:
  - a. Recommend to the Board, through the MDAG, options for future hosting or other support of the AMFm based on the results of the independent evaluation requested by the Board and other appropriate analyses of its risks, benefits, and impact;
  - b. Provide guidance to the Secretariat and the SIIC on additional or modified actions that the Global Fund could implement to optimize the effect of the AMFm on global market dynamics or otherwise improve its impact and effectiveness on enhancing access to affordable treatment for malaria; and
  - c. Provide review of and recommendations on any additional issues related to the AMFm as requested by the Secretariat, SIIC, and/or the Board.
11. The AMFm Working Group shall comprise no more than ten persons, including a chair and representatives from WHO, the Roll Back Malaria Partnership and UNITAID. Membership will include MDAG members, and may include up to eight non-members.
12. UNITAID, as a key partner in AMFm, will be invited to nominate the chair for the AMFm Working Group.
13. Members and leadership will be based on experience and qualifications relevant to the AMFm, with representatives of both its donors and implementers as well as technical partners.

14. Membership and leadership of the AMFm Working Group, as well as its Terms of Reference, will be subject to the approval of the SIIC. Members of the AMFm Working Group shall serve for a term of two years.

**Technical Evaluation Reference Group (TERG)  
Terms of Reference, Membership and Procedures<sup>4</sup>  
(April 2012)<sup>5</sup>**

**\*\* NB This document is provided in “track changes” format to facilitate the Board’s understanding of changes to the document as approved by the SIIC.**

**A. Background**

1. The Technical Evaluation Reference Group (TERG) was established in 2003 to support the Global Fund Secretariat’s monitoring and evaluation work. Since then, the TERG has concluded a Five-Year Evaluation of the Global Fund and commissioned several independent evaluations. In addition the monitoring and evaluation capacity and function of the Secretariat have been strengthened and the role of the Office of the Inspector General has also been reinforced to provide assurance to the Global Fund’s processes.

2. In 2009, the Board requested the Chair of the Policy and Strategy Committee (PSC) to take into account the developments that have occurred since 2003 and to further define the role of the TERG in relation to commissioning independent evaluations, the resources required and the Board oversight of the processes. A consultation process and a collective reflection involving the PSC, the TERG and the Secretariat ~~have been~~ have been was conducted, which ~~have~~ resulted in ~~this a~~ revised version of the Terms of Reference for the TERG that the Board adopted in December 2010 (GF/B22/DP7).

~~2.3.~~ In 2011, the Board established the Strategy, Investment and Impact Committee (SIIC) under a Charter that included decision-making authority on certain matters related to the advisory bodies of the Global Fund such as the TERG (GF/B25/DP7). Pursuant to the authority delegated by the Board, the SIIC has adopted this revised version of the Terms of Reference for the TERG.

<sup>4</sup> Last amendment was made by the Board in December 2010.

<sup>5</sup> These Terms of Reference were approved by The Global Fund’s Strategy, Investment and Impact Committee (SIIC) in April 2012 on the basis of the authority delegated by the Board to the SIIC (GF/B25/DP7).

## B. Mandate

~~3.4.~~ The TERG shall be an independent evaluation advisory group. The TERG shall be accountable to the Board for ensuring independent evaluation of the Global Fund business model, investments and impact.

~~4.5.~~ The TERG shall oversee independent evaluations on behalf of the Board and its Committees into areas where, for reasons of objectivity and credibility, independence in management and oversight is essential. The TERG may also identify areas which, in its opinion, require independent evaluations. These independent evaluations will be complementary to and add value to the evaluation functions performed by the Secretariat, grantees, and the assurance function performed by the Office of the Inspector General. Specifically, the TERG shall:

- a) Develop an annual work plan after a broad consultation with all the Global Fund stakeholders under the guidance of the ~~Board and relevant Board committees~~ SIIC to conduct policy-relevant and independent evaluations of the Global Fund business model, investments and impact. This work plan shall be informed by the Global Fund's evaluation strategy. Upon approval of this work plan by the SIIC, The the TERG shall design, commission and oversee these independent evaluations, with administrative support from the Secretariat and within a budget approved by the ~~Board~~ SIIC;
- b) Independently assess and report on the monitoring and evaluation work conducted by the Secretariat and grant recipients, recognizing that the Executive Director is responsible for overseeing the internal evaluation function;
- c) ~~Provide independent advice to the Secretariat and to the Board and its Committees on monitoring and evaluation related matters and especially on systematic evaluation of Global Fund investments, including by reviewing~~ evaluation work plans ~~an annual monitoring and evaluation strategy~~ developed by the Secretariat; and
- d) Report annually to the ~~Board-SIIC~~ on the implementation of its work plan and present multi-year reports that are capitalizing on monitoring and evaluation activities implemented by grant recipients, by the Secretariat and by Global Fund partners.

## C. Composition

6. THE TERG shall have a total of 15 members with the following composition:

- a) Nine voting members serving in their personal capacity;
- b) One non-voting member representing the monitoring and evaluation function or reference panels of each of the following organizations:

- i. UNAIDS;
- ii. Roll Back Malaria;
- iii. the Stop TB Partnership; and
- iv. the GAVI Alliance.

c) The monitoring and evaluation focal point on the SIIC; and

d) The TERG focal point in the Secretariat.

~~5.7. The TERG shall have nine appointed members plus five six ex-officio members comprising the monitoring and evaluation focal point on the PSCSIC, the TERG focal point in the Secretariat and the chairs representative of the monitoring and evaluation function or reference panels of UNAIDS, Roll Back Malaria, and the Stop TB Partnership, and the GAVI alliance.~~ In addition to the regular TERG membership, additional experts may be invited by the TERG Chair and Vice Chairs to participate into TERG meetings as the need arises; this includes expertise from the WHO and the World Bank.

~~6.8.~~ The TERG shall comprise of an independent group of experts in monitoring and evaluation who are all institutionally independent of the Secretariat, Board, and Board committees. TERG members will serve in their personal capacities only and will not represent their employers, governments or Global Fund partner organizations including the United Nations and its specialized agencies.

~~7.9.~~ Membership of the TERG shall be drawn from a range of stakeholders, including practitioners, research institutions, academics, donor and implementing countries, and non-governmental organizations and shall be guided by the following criteria:

- Credibility and independence;
- Expertise and experience in monitoring and/or evaluation;
- Country experience in data collection and analysis, and quality assurance;
- Knowledge of HIV/AIDS, tuberculosis and malaria issues;
- Knowledge of health system strengthening;
- Knowledge of the Global Fund and its activities;
- Commitment and availability to participate in meetings;
- Absence of conflict of interest;
- Geographical representation; and
- Gender balance.

~~8.10.~~ The disciplines considered essential for the TERG include evaluation, monitoring, public health (including epidemiology/biostatistics), HIV/AIDS, tuberculosis and malaria, social sciences (including behavioural sciences, health economics, health policy, demography, operations research etc.), program management including health management information systems, and issues related to development, such as sector wide approaches and harmonization. In order to fulfil its mandate, the TERG is invited to provide recommended changes in its skills mix to the ~~Board, through the~~ PSCSIIC.

~~9.11.~~ The TERG shall elect a Chair and two Vice-Chairs from among its appointed members. The rules regarding the length of appointment set out in paragraph ~~13-15~~ of these Terms of Reference, Membership and Procedures apply equally to the Chair and Vice-Chairs. In the identification of the TERG Chair and Vice-Chairs, appropriate consideration shall be given to geographic representation, discipline, skills and expertise, and gender.

#### **D. Appointment of TERG Members**

~~10.12.~~ The PSCSIIC, with support from the Secretariat, shall invite Board constituencies, and TERG past and current members to identify appropriately qualified and independent experts to receive an invitation to apply.

~~11.13.~~ Recruitment and selection of TERG members shall be managed by the PSCSIIC with support from the Secretariat and input from the Executive Director through an open, transparent and criteria-based process.

~~12.14.~~ The ~~Board of the Global Fund~~SIIC shall appoint TERG members ~~based on the recommendation of the PSCSHC~~.

~~13.15.~~ Members of the TERG shall normally serve for a period of three years, and shall be eligible to serve not more than two consecutive terms.

~~14.16.~~ The membership of the TERG shall be managed so that approximately one-third of its membership shall retire by rotation each year.

#### **C. Working modalities**

##### **TERG Meetings**

~~15.17.~~ The TERG will have at least two formal meetings each year, scheduled at a time convenient to at least a majority of the members. Additional TERG meetings may be scheduled if the need arises, as requested by the TERG Chair.

~~Sub-groups of the full TERG may be convened by the Chair of the TERG, in consultation with the monitoring and evaluation focal point member of the PSCSIIC and the Secretariat, on an ad hoc basis to consider specific issues.~~

~~16.~~18. With the support of the Secretariat, the TERG shall maintain other means of communication, including electronic discussion groups or video conferencing, to facilitate the exchange of views between formal meetings. Arrangements will be made for regular access to relevant information from internal and external monitoring and evaluation activities related to the Global Fund as specified by the TERG.

~~17.~~19. In the exceptional event that a TERG member is unable to attend a meeting, he/she cannot normally designate a replacement. The Chair may make exceptions to this in exceptional circumstances.

~~18.~~20. TERG members are “Covered Individuals” as defined under the Policy on Ethics and Conflict of Interest for Global Fund Institutions and will therefore be subject to conflict of interest reporting as required by the Ethics Committee and by any agreed conflict of interest policy adopted by the TERG.

### **Honoraria**

~~19.~~21. In addition to travel expenses and per diems which may be claimed in accordance with Global Fund policies, TERG appointed members may also each be granted an honorarium. The amount of this honorarium and its detailed modalities shall be determined at the discretion of the Finance and Operational Performance Committee (FOPC) Audit Committee (FOPCFAC) and may be aligned to the honoraria granted to members of the Technical Review Panel. The TERG Chair and Vice-Chairs may be granted an increased honorarium compared to regular TERG members. The Secretariat will provide an annual report on the honoraria granted to TERG members to both the PSCSIIC leadership and the FAC-FOPC leadership.

### **TERG Work Plan and Budget**

~~20.~~22. With support from the Secretariat, the TERG shall develop an annual work plan and budget covering TERG operations and independent evaluations, and the TERG support team in the Secretariat. The work plan shall be developed in consultation with the Secretariat, the Office of the Inspector General and Board Committees. The TERG work plan and budget shall be approved by the Board after review by the PSCSIIC and the FAC-FOPC in line with the Global Fund budget process. The TERG work plan and budget shall be independent of that of the Secretariat.

### **TERG Support**

~~21.~~23. The TERG shall have a TERG support team in the Secretariat to provide operational, administrative, and logistic support to the TERG in the implementation of the TERG work plan including the management of independent evaluations and the organization of TERG meetings.

~~22.24.~~ The TERG support team shall be administratively within the Secretariat and report to the Head of the Impact Assessment, Results and Evaluation Department. ~~and report directly to the Deputy Executive Director.~~

~~23.25.~~ The TERG support team shall be responsible for managing the TERG budget on a day-to-day basis. The Secretariat shall ensure that the support team is adequately resourced to support the TERG and that it has access to all monitoring and evaluation documents, tools, and meetings that are necessary for it to keep abreast of monitoring and evaluation activities conducted by the Secretariat and by grants recipients.

~~24.26.~~ As part of its annual report to the Board, the TERG shall produce an assessment of the independence-objectivity and rigour and working modalities of its support team. In this report, the TERG may recommend institutional arrangements that seem necessary to facilitate the working modalities of the ~~ensure that the~~ TERG support team, is independent-objective and rigours, ~~whilst remaining administered by the Secretariat,~~ and that it has access to the resources needed to deliver its tasks.

~~27.~~ TERG members shall communicate directly with the TERG support team, and vice versa. The support team will ensure that the monitoring and evaluation focal point on the PSCSIIC is informed of key decisions of the TERG. SIIC is informed of all TERG deliberations and the outcomes of such deliberations.

## **Relations with the Board and its Committees**

~~25.28.~~ The TERG shall regularly report on its work to the Board through the PSCSIIC. A summary of the TERG report to the PSCSIIC shall be included as part of the PSCSIIC report to the Board. All TERG reports that may be forwarded directly to the Board will be on approval and/or recommendation of the PSCSIIC Chair.

~~26.29.~~ The Board, either directly or through its committees, may request the TERG to consider commissioning or overseeing independent evaluations in areas it identifies. The TERG shall report the findings on such evaluations directly to the relevant Board committee and to the SIIC, as appropriate, update the PSCSIIC ~~which shall update the relevant Board committee or the Board on its work~~ the work of the TERG as part of its regular report.

~~27.30.~~ All recommendations of the TERG are advisory and are not binding on the ~~Board or any of its committees~~ Global Fund. The PSCSIIC, other Board committees and the Secretariat shall not revise TERG recommendations nor prevent those recommendations from reaching the full Board.

## **TERG Attendance to Governance Meetings**

~~28.31.~~ At the discretion of the PSCSIIC and Board Chairs, the TERG Chair shall have a standing invitation to PSCSIIC and Board meetings to observe proceedings through an “all areas pass”.



~~29.32.~~ The TERG Chair may, at his or her request, have a time slot available as part of the pre-Board briefings to present TERG-related matters to all delegates present at the Board Meeting. If the report concerns an evaluation of a matter directly pertaining to a Board committee or a Secretariat work stream, committee or Secretariat staff should be present to respond to queries from the audience and/or to present their position as appropriate.

~~30.33.~~ In the exceptional event that the TERG Chair is unable to attend a governance meeting, he/she should designate one Vice-Chair to replace him/her subject to prior approval of the Board Chair.

### **Relations with the Secretariat**

~~31.34.~~ The primary focal point for the TERG in the Secretariat is the ~~Deputy Executive Director~~ [Head of the Impact Assessment, Results and Evaluation Department](#) of the Global Fund.

~~32.35.~~ All communications of a strategic nature from the TERG Chair and its members shall be addressed and channelled to the ~~Deputy Executive Director~~[Head, Strategy, Investment and Impact Division](#). The ~~Deputy Executive Director~~[Head, Strategy, Investment and Impact Division](#) shall:

- Ensure relevant communications from the TERG are addressed to [Cluster Directors Division or Department Heads](#) and staff as appropriate;
- Provide timely responses to enquiries of the TERG and otherwise ensure cooperation of the Secretariat with the TERG;
- Oversee the publication of the official records of TERG meetings in line with the Global Fund's Documents Policy; and
- Communicate to the TERG the names and roles of the Secretariat TERG Support team.

~~33.36.~~ The support team shall ensure that the TERG Secretariat focal point is informed of TERG decisions and/or activities that require his/her attention or strategic engagement.