

# Terms of Reference

## Technical Evaluation Reference Group<sup>1</sup>

Amended and Approved by the Strategy Committee, June 2016

### 01 Background

1.1 The Technical Evaluation Reference Group (TERG) was established in 2003 to support the Global Fund Secretariat's monitoring and evaluation function. Since then, the TERG has concluded the Five-Year Evaluation of the Global Fund and has 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.

1.2 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 were conducted, which resulted in a revised version of the Terms of Reference for the TERG that the Board adopted in December 2010 (GF/B22/DP7).

1.3 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 adopted a revised version of the Terms of Reference for the TERG in April 2012.

1.4 In 2013, the Office of the Inspector General conducted an audit of the functioning of the TERG and recommended updating and revising the Terms of Reference of the TERG to align with the changes in the Secretariat and to stress the TERG's independent assurance function. The audit also recommended the development of a Recruitment Strategy for TERG members.

1.5 In 2016, the SIIC acknowledged the TERG self and peer-assessment and endorsed the TERG's proposed priorities and actions (GF/SIIC17/15). The SIIC requested the TERG to present its revised Terms of Reference to the new Strategy Committee (SC) for review and approval (GF/SIIC17/DP06). Accordingly, the TERG has revised its Terms of Reference.

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<sup>1</sup> As amended by the Board in December 2010; 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), as reflected in the Charter of the SIIC, and by the SIIC in June 2014. Most recently amended and approved by the Strategy Committee (SC) at its June 2016 meeting.

## 02 Mandate

2.1 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. Specifically, the TERG shall provide:

- a. Independent evaluations – The TERG shall provide an independent assurance function by overseeing 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. TERG may identify areas, which, in its opinion, require independent evaluations. These independent evaluations will be complementary to and add value to the evaluation function of the Secretariat, grant recipients and the assurance function provided by the Office of the Inspector General. The evaluations may include country evaluations with respect to impact and progress towards the goals of the Global Fund strategy. The nature and scope of such evaluations shall be in accord with annual or multi-year evaluation approaches approved by the SC;
- b. Learning function – The TERG shall facilitate organizational learning through its independent evaluations. This will be an ongoing learning process through which evaluation information feeds into an analysis of what has worked or not, thereby informing decisions about future directions. Further, the TERG shall independently assess and report on the monitoring and evaluation work conducted by the Secretariat and grant recipients, recognizing that such assessments are intended to support the Executive Director and Secretariat staff responsible for implementing the internal evaluation function;
- c. Advisory function – The TERG shall provide independent advice on monitoring and evaluation matters to the Secretariat, and to the Board and its Committees through the SC. This will include a review of the monitoring and evaluation work plans developed by the Secretariat.

## 03 Composition

3.1 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. The TERG voting 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.

3.2 Membership of the TERG shall be drawn from a range of stakeholders including evaluation practitioners; research institutions; academics; donor and implementing countries, and non-governmental organizations.

3.3 The selection of TERG members shall be guided by the following criteria: credibility and independence; commitment and availability to participate in meetings; geographical representation and gender balance; expertise and experience in monitoring and/or evaluation; knowledge and expertise in HIV/AIDS, tuberculosis and malaria, health system strengthening, and the Global Fund and its activities; country experience in data collection and analysis and quality assurance; and absence of conflict of interest respectively. The TERG member profile, described in the TERG Recruitment Strategy, details the expertise and competencies required for a TERG member. It shall be updated during the TERG recruitment process, as appropriate, based on the needs and priorities of the TERG.

3.4 The TERG will comprise 19 members with the following composition:

- a. 13 voting members serving in their personal capacity;
- b. One non-voting member each 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;
  - iv. The GAVI Alliance.
- c. The monitoring and evaluation focal point among the SC's membership;
- d. The TERG focal point in the Secretariat.

3.5 In addition to the regular TERG membership, additional experts may be invited by the TERG Chair and Vice Chairs to participate in TERG meetings as the need arises; this includes expertise from the WHO and the World Bank.

3.6 The TERG shall elect a Chair and two Vice-Chairs from among its appointed voting members. The rules regarding the length of appointment set out in the TERG Terms of Reference will 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, availability, time availability and gender.

3.7 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 in accordance with standard Global Fund policies (e.g., submission of Declarations of Interest) and by any additional conflict of interest policy, or protocols, adopted by the TERG.

## 04 Recruitment and Appointment of TERG Members

4.1 The recruitment of TERG members shall be managed by the SC with support from the Secretariat and input from the Executive Director through an open, transparent and criteria-based process. A Working Group on TERG Recruitment shall be constituted prior to a TERG recruitment process. The Working Group will consist of the following members: the SC Chair; the SC focal point to the TERG; the TERG Chair; and the Secretariat focal point to the TERG. The Working Group will be supported by the TERG Secretariat and the Global Fund Secretariat.

4.2 TERG recruitment will be guided by the TERG Recruitment Strategy. The objective of the TERG Recruitment Strategy is to streamline its recruitment procedures and provide a transparent, criteria-based selection process. The Strategy includes three components: detailing the recruitment process; developing and updating the TERG member profile; and identifying specific responsibilities in the TERG recruitment process. Further details are provided in the TERG Recruitment Strategy.

4.3 The SC shall appoint TERG members in accordance with the Committee's quorum and voting requirements.

4.4 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 or six years.

4.5 The membership of the TERG shall be managed so that approximately one-third of its membership shall retire by rotation each year. The non-voting members representing partner organizations will be nominated by their respective organizations. TERG will officially request these nominations. This process will normally coincide with the TERG recruitment process.

## 05 Working Modalities

### **TERG Meetings and Activities**

5.1 The TERG will normally have three formal meetings each year, each two to three days in duration, scheduled at a time convenient to a majority of the members. Additional TERG meetings may be scheduled if the need arises, as requested by the TERG Chair. This amounts to a level of effort of about six to 10 days per year with respect to in-person meetings. An additional 10 days annually is estimated for remote activities depending on specific needs (e.g. review of documents, preparation of position papers, participation in country program reviews or data quality reviews, etc.).

5.2 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 in-person 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.

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

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

5.4 With support from the Secretariat, the TERG shall develop an annual work plan and budget covering TERG operations, independent evaluations and work of the TERG Secretariat within the Global Fund Secretariat. Under the guidance of the SC, the work plan shall be developed in consultation with the Global Fund Secretariat, the Office of the Inspector General and Board Committees. The work plan shall be informed by the Global Fund's evaluation strategy and the TERG's multi-year evaluation approach.

5.5 The TERG shall submit its annual work plan to the SC for approval. The TERG budget associated with the work plan will be recommended by the SC to the Audit and Finance Committee (AFC) for inclusion in each year's operating expenses budget, which the AFC reviews and submits to the Board for approval. The TERG work plan and budget shall be independent of that of the Global Fund Secretariat.

5.6 The TERG shall report annually to the SC on the implementation of its work plan.

### **Honoraria**

5.7 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 in accordance with any framework recommended by the relevant Board Committee and adopted by the Board. Until such policy is in place, honoraria for TERG members may be aligned to the honoraria granted to members of the Technical Review Panel. The Global Fund Secretariat will provide an annual report on the honoraria granted to TERG members to both the SC leadership and the AFC leadership.

### **TERG Secretariat**

5.8 The TERG shall have a TERG Secretariat in the Global Fund Secretariat to provide operational, administrative and logistical support to the TERG in the implementation of the TERG

work plan, including the management of independent evaluations and the organization of TERG meetings.

5.9 The TERG Secretariat shall be administratively within the Global Fund Secretariat's Strategy, Investment and Impact Division (SIID) and report to the Executive Director through the Head of the SIID.

5.10 The TERG Secretariat shall be responsible for managing the TERG budget on a day-to-day basis. The Global Fund Secretariat shall ensure that the TERG Secretariat 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.

5.11 As part of its annual report to the Board, the TERG shall produce an assessment of the objectivity and rigor and working modalities of the TERG Secretariat. In this report, the TERG may recommend institutional arrangements that seem necessary to facilitate the working modalities of the TERG Secretariat, and that it has access to the resources needed to deliver its tasks.

5.12 TERG members shall communicate directly with the TERG Secretariat, and vice versa. The TERG Secretariat will ensure that the SC is informed of all TERG deliberations and the outcomes of such deliberations.

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

5.13 The TERG shall regularly report on its work to the Board through the SC. A summary of the TERG report to the SC shall be included as part of the SC report to the Board.

5.14 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 SC, which shall update the relevant Board committee or the Board on the work of the TERG.

5.15 All recommendations of the TERG are advisory and are not binding on the Global Fund. The SC, other Board committees and the Secretariat shall not revise TERG recommendations nor prevent those recommendations from reaching the full Board.

### **TERG Attendance at Governance Meetings**

5.16 At the discretion of the Chairs of the SC and Board, the TERG Chair shall have a standing invitation to SC and Board meetings to observe proceedings through an "all areas pass."

5.17 The TERG Chair may, at his or her request and on the recommendation of the SC Chair, 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.

5.18 In the exceptional event that the TERG Chair is unable to attend a governance meeting, he/she should designate a Vice-Chair to replace him/her, subject to prior approval of the Chair of the governance meeting (i.e., the Board Chair or the SC Chair).

### **Relations with the Global Fund Secretariat**

5.19 The primary focal point for the TERG in the Secretariat is the Head, Strategy, Investment and Impact Division of the Global Fund.

5.20 All communications of a strategic nature from the TERG Chair and its members shall be addressed and channeled to the Head, Strategy, Investment and Impact Division. The Head, Strategy, Investment and Impact Division shall:

- a. Ensure relevant communications from the TERG are addressed to Divisions or Department Heads and staff as appropriate;
- b. Provide timely responses to enquiries of the TERG and otherwise ensure cooperation of the Secretariat with the TERG;
- c. Oversee the publication of the official records of TERG meetings in line with Global Fund's Documents Policy; and
- d. Communicate to the TERG the names and roles of the TERG Secretariat team.

5.21 The TERG Secretariat shall ensure that the TERG focal point from the Global Fund Secretariat is informed of TERG decisions and/or activities that require his/her attention or strategic engagement.