

## NGO Delegation Working Group Chair Terms of Reference

### Role Profile

The NGO delegation to the UNITAID Board consists of a Board Member, an Alternate Board Member, Key Advisors and Working Group Chairs.

The role of a Working Group Chair is to lead and coordinate a robust review of relevant UNITAID proposals, areas for intervention and ready for disbursement grants and provide advice to Board Members on the NGO delegation's priorities and positions. The NGO delegation intends to have Working Groups focused on HIV/AIDS, TB, Malaria, Hepatitis C, and crosscutting issues, especially IP. The delegation hopes to have two co-Chairs per working group and to recruit other Working Group members including technical experts and other knowledgeable NGO delegation members.

### Review process

There will now be essentially three kinds of proposals that will require NGO delegation reviews: (1) proposals related to proposed new areas of intervention (areas that will lead to targeted calls for proposals); (2) initial proposals with Secretariat and partial Technical Review Committee reviews for "go-ahead" assessment with opportunity for comments and suggestions; and (3) final grant proposals with Secretariat and full TRC review for final approval. It should be noted that these proposals will often be distributed electronically and there will not always be time or occasion for face-to-face consultation, requiring email, conference call, and/or video-conferencing interaction.

There will be advanced warning of the timings of these reviews, but the window for feedback from the Working Group members and chairs may be as short as one week.

The review process will consider:

**Public Health Importance:** How important is this proposal to the fight against the three diseases and to our effort to ensure that patients and affected communities have early, expanded, and sustained access to new medicines and diagnostics of assured quality? Does the proposal contribute towards meeting the global targets on the three diseases? Are the products involved likely to be well adapted, of assured quality, and affordable?

**Potential market impact:** UNITAID's unique advantage is its potential to focus on impacting intellectual property, regulatory, market entry, market uptake, distribution, and other market barriers to needed medicines and diagnostics in low and middle income countries. How does the proposal seek to impact these market issues and are the impacts plausible and significant?

**Context analysis:** To what extent does a proposal address what you see to be the most fundamental issues in a disease area, or access issue? Whilst a proposal or area of intervention may be entirely internally coherent, is it failing to acknowledge other more important or connected issues that are fundamental to progress?

**Risks/benefits:** UNITAID needs to be careful in making funding decisions because its resources are limited, but it must also be willing to take some risks. There's no magic risk/benefit assessment, but the perspective of civil society is critical in this regard.

**Assumptions:** What are the key stated assumptions in the proposal and are they reasonable in light of what we know?

**What's missing, especially with respect to civil society engagement:** What's missing that needs to be included, particularly from the perspective of end users? Does the proposals pay sufficient attention to the special role of civil society in policy setting, demand creation, monitoring implementation, and advocating for needed policy changes?

**Transitions:** A key element of most proposals is whether they adequately address the transition from UNITAID's catalytic and multiplier role in shaping markets and the taking on of financial and operational responsibilities by other partners including governments, PEPFAR, the Global Fund, etc. Therefore an important question is whether the proposal adequately addresses programmatic transition.

**Balance and comparative advantage:** How does the proposal fit with other UNITAID projects and projects of other global health initiatives? Does the proposal address a problem space where UNITAID has comparative advantage over other partners?

**Cross-cutting issues – IP and demand creation:** Civil Society at UNITAID is particularly intent on making sure that intellectual property barriers are addressed and that there are plans to ensure product uptake and acceptance by governments, health systems, and communities. Therefore, a recurrent question is whether the proposal adequately addresses these cross cutting issues.

### Key Performance Indicators

Working Group Chairs are expected to fulfill the following criteria.

- Lead the review process for 50% of relevant areas for interventions, go-ahead proposals, and ready to disburse grants as agreed with co-chair in the timelines set out by the delegation to meet Board deadlines.
- When leading the review process the working group chair should:
  - Send the relevant documents to other working group members and request comments
  - Personally review documents

- Convene a conference call or video-conference between members of working group to discuss documents
- Collate talking points
- Feedback on behalf of working group to the NGO Board Member and Alternate Board Member
- Attend ad hoc UNITAID Board and Committee meetings
- Formally declare any conflict of interest at the beginning of each document review process, using a delegation conflict of interest form

Working Group Chairs will be subject to the NGO Contact Group Terms of Reference regarding confidentiality, document review and selection to attend Board Meetings.

#### Duration of appointment and cessation of appointment

The term of office for a Working Group Chair will normally be two years (with some flexibility to allow for handover and recruitment of a new Working Group Chair if necessary). The term may be renewed if so decided by the NGO Board Member and Alternate Board Member, with consideration given to:

- Satisfactory performance
- The need to balance continuity among Board Members, Alternate Board Member, Key Advisors and Working Group Chair's in order to retain institutional knowledge and the need to bring in fresh perspectives.

The term of a Working Group Chair will cease if:

- They resign.
- They are no longer able to adhere to requirements under the KPIs or it is deemed by the Board Member or Evaluation Panel that they have underperformed
- A conflict of interest is declared and it is not possible to work around this;
- When his/her term is completed and a handover is arranged with an incoming Working Group Chair