

Work Order #1

This Work Order # 1 ("Work Order") is made and entered into on August 1, 2016 ("Work Order Effective Date") by and between **International Federation of Pharmaceutical Manufacturers and Associations**, located at Chemin des Mines 9, 1211 Geneva 20, Switzerland ("IFPMA") and **Trustees of Boston University**, located at 25 Buick Street, Boston, MA 02215, USA ("University"), hereinafter jointly referred to as the "Parties."

WHEREAS, IFPMA and University have entered into a Master Services Agreement dated 1 November 2016 (the "Master Agreement") which shall govern this Work Order; and

WHEREAS, pursuant to the Master Agreement, University has agreed to perform certain Services in accordance with Work Orders from time to time entered into by the Parties, and IFPMA and University now desire to enter into such a Work Order; and

WHEREAS, IFPMA desires that University provide certain services with respect to IFPMA's project entitled IFPMA Metrics, Tracking and Evaluation (the "Project").

NOW THEREFORE, in consideration of the mutual covenants and promises contained herein, the parties agree as follows:

1. **Project Specifications.** University agrees to perform the services described in **Appendix A**, which is attached hereto and incorporated herein by reference ("Services").

2. **Compensation.**

2.1 In consideration of the Services performed by University, IFPMA agrees to pay to University the amounts set forth in the Budget, which is attached hereto and incorporated herein by reference as **Appendix B**. Except as otherwise pre-approved by IFPMA in writing, the total payments for Services under this Work Order shall not exceed \$347,343 US Dollars, exclusive of any applicable taxes.

2.2 In addition, IFPMA will pay the pass-through expenses identified in the Budget set forth in **Appendix B**, or as reasonably required to be incurred by University in connection with the Services (such as for travel following IFPMA's travel policy and international courier charges), subject to production of receipts or other evidence of payment, all as preapproved in writing by IFPMA. Reimbursement of travel expenses shall be subject to the following:

- (a) Travel expenses shall, however, be reimbursable only subject to production of receipts or other evidence of payment.
- (b) University should use the most cost-effective and safe means of getting to final destination / place of performance, including public transport, where reasonable.
- (c) Train: Travelers are entitled to business/2nd class rail travel.
- (d) Flight: For the selection of the flight class the following rules apply:
For domestic flights to destinations and where reasonably acceptable (up to seven (7) hours flight time) economy class tickets have to be booked. For international flights to all other destinations business class tickets are permitted. For cost reasons air travel should not be used for short distances unless this substantially

reduces the absence from the place of performance and/or if high accommodation costs can be avoided.

- (e) Private Car: Business trips by private car will be reimbursed at the rate of USD 0.30 per mile.
- (f) Accommodation: Reasonable accommodation to be agreed with IFPMA in advance.
Hotels where IFPMA has special price arrangements have to be chosen whenever possible.

Except as otherwise pre-approved by IFPMA in writing, the total payments for pass-through expenses under this Work Order shall not exceed \$347,343 US Dollars, exclusive of any applicable taxes.

2.3 University acknowledges and agrees that: (i) the compensation paid for the Services is consistent with the fair market value in arm's length transactions and has not been determined in a manner that takes into account any referrals or other business generated between University and IFPMA; (ii) all amounts received are only for legitimate expenses, reimbursement of such expenses or compensation for the performance of the Services and that nothing in this Agreement shall require, induce or in any way influence University to promote, recommend, require the use of or list on any formulary, any pharmaceutical or biopharmaceutical product(s) manufactured, produced or distributed by any pharmaceutical company; and (iii) receipt of such amounts is in full accordance with all applicable laws, regulations and policies.

3. Key Personnel. The following persons are responsible for performing the Services and/or overseeing the Project hereunder:

University Contracting Contact: William P. Segarra, JD, MPH
Title: Director of Contracting
Address: Boston University, Office of Sponsored Programs, 25 Buick Street, Suite 200
Boston, MA 02215, USA

University Project Administration Contact: Dr. Richard Laing
Title: Professor, Global Health
Address: Boston University, Center for Global Health & Development, Crosstown Center,
3rd Floor, 801 Massachusetts Avenue, Boston, MA 02118, USA

IFPMA Contact: Brendan Shaw
Title: Assistant Director General
Address: Chemin des Mines 9, P.O. BOX195, 1211 Geneva 20, Switzerland

4. Term. This Agreement shall become effective on the Work Order Effective Date and shall remain in force until completion of the Services under this Work Order, unless earlier terminated under the terms of the Master Agreement.

5. Incorporation by Reference; Conflict. The provisions of the Master Agreement are expressly incorporated by reference into and made a part of this Work Order. By signing this Work Order, the Parties hereto (if not Parties to the Master Agreement) agree to adhere to the terms and conditions of the Master Agreement. In the event of a conflict between the terms and conditions of this Work Order and the Master Agreement, the terms and conditions of the Master Agreement will take precedence and control.

IN WITNESS WHEREOF, the Parties have signed this Work Order effective as of the Work Order Effective Date.

IFPMA

By: [Signature]

Name: BRENDAN SHAW

Title: ASSISTANT DIRECTOR GENERAL

Date: 23/11/2016

By: _____

Name: _____

Title: _____

Date: _____

TRUSTEES OF BOSTON UNIVERSITY

By: [Signature]

Name: _____
Title: William P. Segara
Director of Contracting, Sponsored Programs
Date: 11/23/2016

By: _____

Name: _____

Title: _____

Date: _____

Read and Acknowledged:

[Signature] (SOWI)
Dr. Richard Laing
Date: _____

List of Appendices:

- Appendix A: Project Specifications
- Appendix B: Budget

[Signature]

Appendix A Project Specifications

Scope of Work (SOW)

SOW 1: Develop an integrated MTE framework

SOW 1 includes the following activities:

- Build a taxonomy of barriers to access to medicine
- Build a taxonomy of program strategies to address those barriers
- Populate a repository of indicators
- Finalize the framework logic model
- Clarify a methodology for aggregating outcomes and impacts across initiatives to characterize total outcomes and impacts in a coherent and clear manner
- Clarify how we can link our indicators to an assessment of contribution to SDG targets
- Draft reporting templates
- Pilot reporting templates
- Meet and hold calls with companies for input on framework
- Develop educational materials for training sessions
- Establish repository of evaluation methodologies with examples
- Design and plan a centralized reporting system
- Plan an interactive website
- Draft internal and external reporting templates

Each of these activities will be described in the following.

Scope of Work 1 will start with the development of the conceptual foundation of the MTE framework, including building a taxonomy of barriers to access to medicines, a taxonomy of program strategies to address those, populating a repository of indicators, and finalizing the framework logic model. Program strategies will be tied to the specific barriers to access to medicines that they are designed to address. The first draft of the taxonomy will be developed using the IFPMA Partnership Directory to guide the identification of the range of strategies that have been employed. These include, but are not limited to: medicine donation, price reduction, supply chain strengthening, provider training, and community awareness activities. Next, an

exhaustive repository of indicators will be developed through a review of previous projects and by establishing new indicators when necessary. The team will also review potential solutions identified through the UICC and World Bank workstreams and ensure that those potential strategies are included in the taxonomy. A systematic literature search of measurement tools will be conducted to identify indicators that measure the full range of inputs, outputs, outcomes and impacts. Indicators will be classified as core and complementary based on a series of selection criteria previously established. A logic model will be developed in which a range of indicators will be assigned to each strategy type. Special attention will be given to those outcomes and impacts that are in line with the targets mentioned in the SDGs and the team will clarify how we can link our indicators to an assessment of contribution to SDG targets. As part of this the team will clarify a methodology for aggregating outcomes and impacts across initiatives to allow BU and IFPMA to characterize the industry's total outcomes and impacts in a coherent and clear manner.

Once the conceptual foundation of the framework is drafted, company reporting templates will be developed based on the logic model. Reporting templates will be developed for each of the strategies in the logic model. The objective of the templates is to ensure systematic data reporting. A repository of evaluation methodologies with examples will also be developed to support the collection of evaluation data. As the templates and repository of methodologies are developed, training materials will be developed to ensure that companies can understand and adopt the framework. The training material will include case studies, exercises and slides for in person teaching sessions with participants. A variety of visual material will be included to cater to different learning styles. The course materials will all be made available so that Partnering Company staff not being able to participate in the in person training session can benefit. Once the reporting templates are drafted they will be piloted and revised as appropriate.

Three one-day in person meetings will be held with IFPMA and Partnering Companies to obtain input into the development of the framework. These meetings will take place in three different locations to facilitate participation by Participating Companies, notionally Geneva, New York and Tokyo. Ideally, Participating Companies will identify one or two of their partnership programs for which they can share information. Information should be gathered before the consultation meetings and prepared for presentation during the meeting. The Participating Companies' information will be used to further refine the framework and to inform Participating Companies about the framework, its goals and objectives as well as its application during the

time of the project. The meeting is targeted at Participating Companies' staff who is currently involved in the partnership programs to maximize the exchange about ongoing programs and ensure that the framework captures existing companies' efforts.

Finally, a centralized reporting system will be developed by the BU team. The reporting system will include an interactive website, and internal and external reporting templates. The goals of the system are the following:

- Disseminate findings internally and externally
- Validate data for consistency and quality
- Serve as data repository for secondary data analysis
- Maximize the learning opportunities from past experiences

The data platform will be developed in partnership with an external agency that has specialization in data management. The BU team will be in charge of designing the features and type of outputs, in agreement with IFPMA. A dashboard will be developed that allows data visualization and easy navigation which is part of the centralized platform. For secondary data analysis protocols will be developed to guide basic and more complex secondary data analysis depending on the volume and quality of data available.

SOW 1 deliverables:

- A written document outlining the MTE framework, including the taxonomy of barriers, the taxonomy of strategies, the repository of indicators, and the logic model;
- Draft templates for data reporting for each of the strategies included in the framework;
- A repository of evaluation methodologies;
- Design details for the centralized reporting system, including plans for interactive website and templates for internal and external reports;
- Material for training sessions for participating companies for SOW 2.