



GLOBAL HEALTH PARTNERSHIPS

RBM Benchmarking








May 2006

SUMMARY: SYSTEMATIZING PROPOSED FUNCTIONS REQUIRES A SERIES OF DESIGN PRINCIPLES

**In order to perform Partnership functions,
RBM will need to incorporate the following design principles:**

- ① Strong and consistent mechanisms for communication**
 - To Partners at all levels
 - To external community
 - From Partners at all levels, including transparency into key Partner activities
- ② Tailored forums for convening Partners**
- ③ Platform for leadership to lead and be credible**
 - Authority to speak on behalf of Partnership
 - Trust to balance & accurately represent interests of all Partners
- ④ Mechanisms for effective decision-making and for developing consensus**
- ⑤ Effective systems for gathering and disseminating information across the Partnership**
 - Across all constituencies
 - Across all geographic levels (e.g., country, regional & global)
- ⑥ Consistently enforced mechanisms for accountability**
 - Linked with clear roles & responsibilities

THESE DESIGN PRINCIPLES ARE ILLUSTRATED BY BEST PRACTICES OF OTHER GLOBAL PARTNERSHIPS

Organization	Mandate	Key similarities to RBM	Key differences
	Eliminate TB as a public health issue	<ul style="list-style-type: none"> Partners from multiple constituencies focused on controlling single disease Secretariat hosted by WHO 	<ul style="list-style-type: none"> Less complexity in intervention strategy Entirely health issue
	Reduce maternal, newborn & child mortality and morbidity	<ul style="list-style-type: none"> Partners from multiple constituencies Secretariat hosted by WHO 	<ul style="list-style-type: none"> Not focused on single disease
	Attract, manage & disperse funds to mitigate the impact of AIDS, TB and malaria	<ul style="list-style-type: none"> Shares RBM goal on controlling malaria 	<ul style="list-style-type: none"> Confines itself to role of financing mechanism
	Improve immunization coverage & accelerate access to new vaccines	<ul style="list-style-type: none"> Partners from multiple constituencies Seeks to add value through consensus, communication 	<ul style="list-style-type: none"> Focused on one intervention strategy
	Stop & reverse the spread of HIV/AIDS	<ul style="list-style-type: none"> Goal to control a single disease with use of interventions in and out of the health sector 	<ul style="list-style-type: none"> All partners are UN agencies
	Prevent measles deaths in Africa	<ul style="list-style-type: none"> Goal to control a single disease 	<ul style="list-style-type: none"> Less complexity in intervention strategy No private sector
	Promote cooperation in support of international efforts to end malnutrition	<ul style="list-style-type: none"> Partners from multiple constituencies Hosted by WHO 	<ul style="list-style-type: none"> All partners are UN agencies Nutrition different than disease control

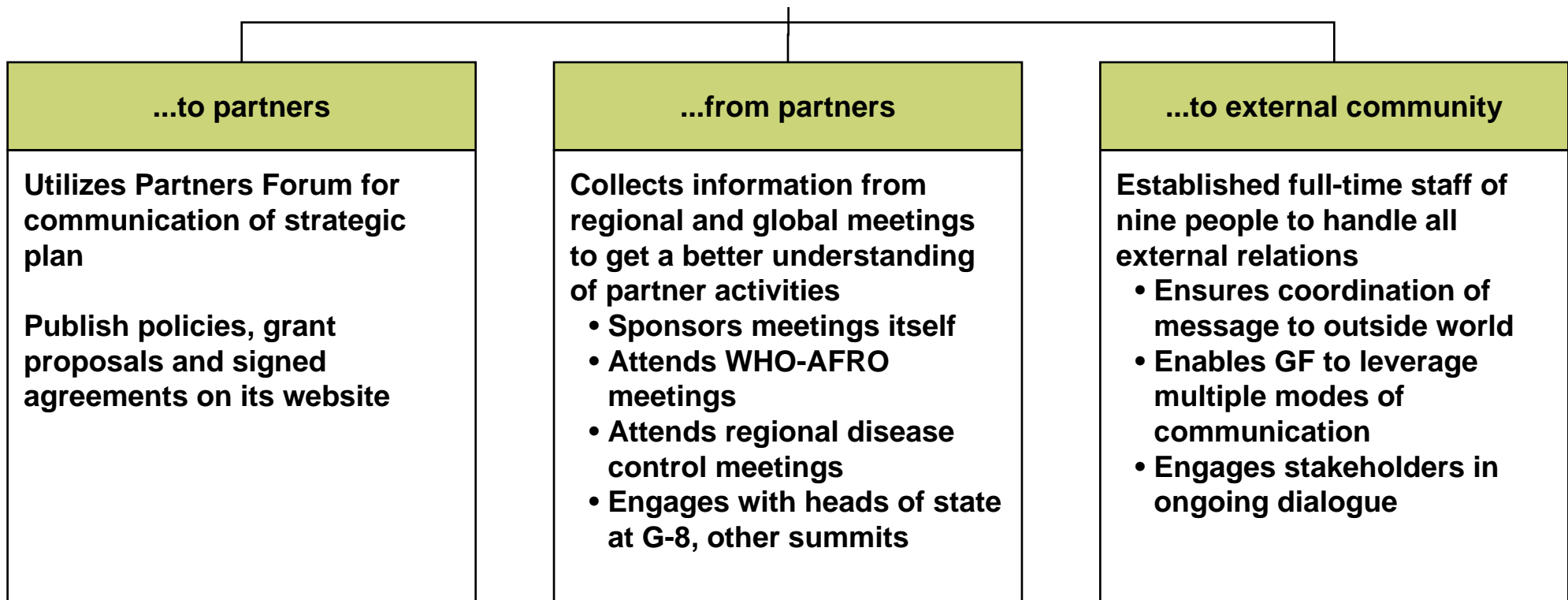
IMPORTANT TO ESTABLISH MECHANISMS FOR PARTNERSHIP COMMUNICATION

	<u>Communication to...</u>	<u>Communication from...</u>
Partners	<p>Mechanisms to communicate Partnership decisions and processes to Partners at all levels</p> <p>Mechanisms to share information / best practices across the Partnership</p>	<p>Ability to stay informed of Partner programs and activities</p> <p>Ability to gather and process partner requests at all levels of the Partnership</p>
External Community	<p>Process to coordinate RBM's message to multiple constituencies:</p> <ul style="list-style-type: none"> • Press, heads of state, etc. <p>Ability to utilize multiple modes of communication in broadcasting RBM message</p>	<p>Ability to receive, triage and process requests on a variety of malaria-related topics</p> <p>Feedback mechanisms that will trigger appropriate response to communications</p>

GLOBAL FUND HAS DEVELOPED MECHANISMS FOR COMMUNICATION AT ALL LEVELS OF THE PARTNERSHIP



Mechanisms for communication...



PROVIDING FORUM FOR CONVENING PARTNERS REQUIRED FOR EFFECTIVE INFORMATION SHARING, COLLABORATION

Forums for convening Partners
necessary for many Partnership functions

Considerations for RBM

Information Sharing

Processing new information

- Important for contributing Partners work off same set of information

Exchanging best practices

Creating links in value chain

Aggregating and comparing data or metrics

Collaboration

Setting partnership direction and making decisions

Prioritization of resources

Defining milestones & objectives

Operational and tactical planning

Partnership needs mechanism to determine when convening of Partners is required

- Also need mechanisms to determine which Partners need to participate

RBM must determine the appropriate forums for convening partners at all levels of the Partnership

- Strategy setting and operational planning likely require differing methods for convening

Forums not enough – RBM must ensure Partners find value in participating in each forum

MANY MECHANISMS AVAILABLE TO CONVENE PARTNERS

Bringing partners together important for information exchange, planning and decision making at all levels of partnership



UNAIDS Coordinating Board forum for wider discussion

- Allows for full deliberation from 37-member body
- Ensures all partners have opportunity to evaluate common set of issues
- Provides opportunity to exchange information



UN SYSTEM STANDING
COMMITTEE ON NUTRITION

UN SCN holds monthly calls of entire Board

- Enables Board to make decisions on behalf of the partnership on a more frequent basis
- Facilitates information exchange between senior leaders
- Provides regular guidance to small Secretariat



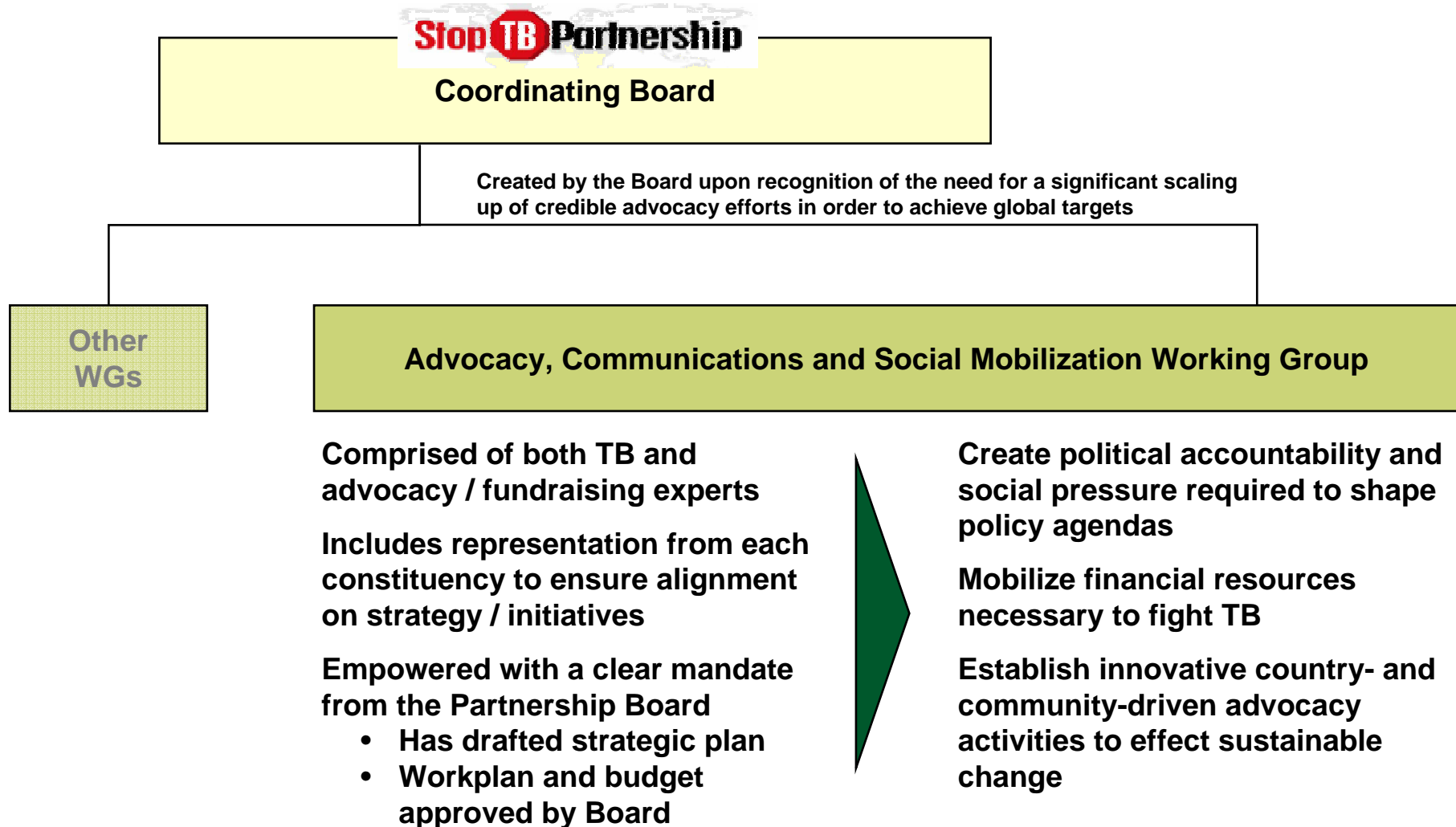
Stop TB WGs provide forum for operational interaction

- Working Groups provide opportunity for partners to collaborate on technical and implementation issues
- Working Groups allow opportunity to convene partners on a more frequent basis than Board meetings

ESTABLISHING CREDIBLE EXPERTISE KEY TO PERFORMING CORE FUNCTIONS

Key Elements	When Necessary	Considerations for RBM
<p style="text-align: center;">Authority</p>	<p>Advocating or speaking on behalf of the Partnership</p> <p>Holding Partners accountable for their mandates</p>	<p>How should RBM build the expertise and authority necessary for perform various Partnership activities?</p> <p>How can RBM acquire the authority to hold Partners accountable?</p>
<p style="text-align: center;">Trust</p>	<p>Resolving issues between Partners and with other stakeholders</p> <p>Enforcing Partnership framework</p>	<p>How can the Partnership ensure it has the trust of its Partners?</p> <ul style="list-style-type: none"> • What is required to earn that trust?
<p style="text-align: center;">Objectivity</p>	<p>Harmonizing resources at global and country level</p> <p>Managing components of the supply chain</p>	<p>How can the Partnership demonstrate its objectivity?</p> <ul style="list-style-type: none"> • Such that it is acknowledged as the optimal provider of certain services

STOP TB CREATED A WORKING GROUP TO SERVE AS CRITICAL SOURCE OF EXPERTISE



Source: Primary interviews with partners; partnership websites; BCG analysis

MECHANISMS FOR REACHING CONSENSUS ARE FOUNDATION FOR ALL DECISION MAKING

Key Elements

Decision preparation is fundamental to facilitating process of reaching consensus

- Tasks must be explicitly assigned to groups or individuals
- Need mechanism for understanding which issues require RBM decisions

Advance notice of the issues that require decision allow decision-makers to prepare to take action

Formal meeting structures and clear decision points key to drive toward consensus on important partnership issues

Reaching consensus requires the participation of ***individuals empowered to make decisions*** on behalf of their organization and their entire constituency

Considerations for RBM

How should items for decision be presented to appropriate decision making bodies within RBM?

To whom should preparation of materials and recommendations be delegated?

How can RBM ensure issues for decision are clearly communicated to allow for appropriate preparation?

How can RBM make its meetings more structured and ensure decisions are reached on key issues?

- Which individuals should be responsible for driving this process?

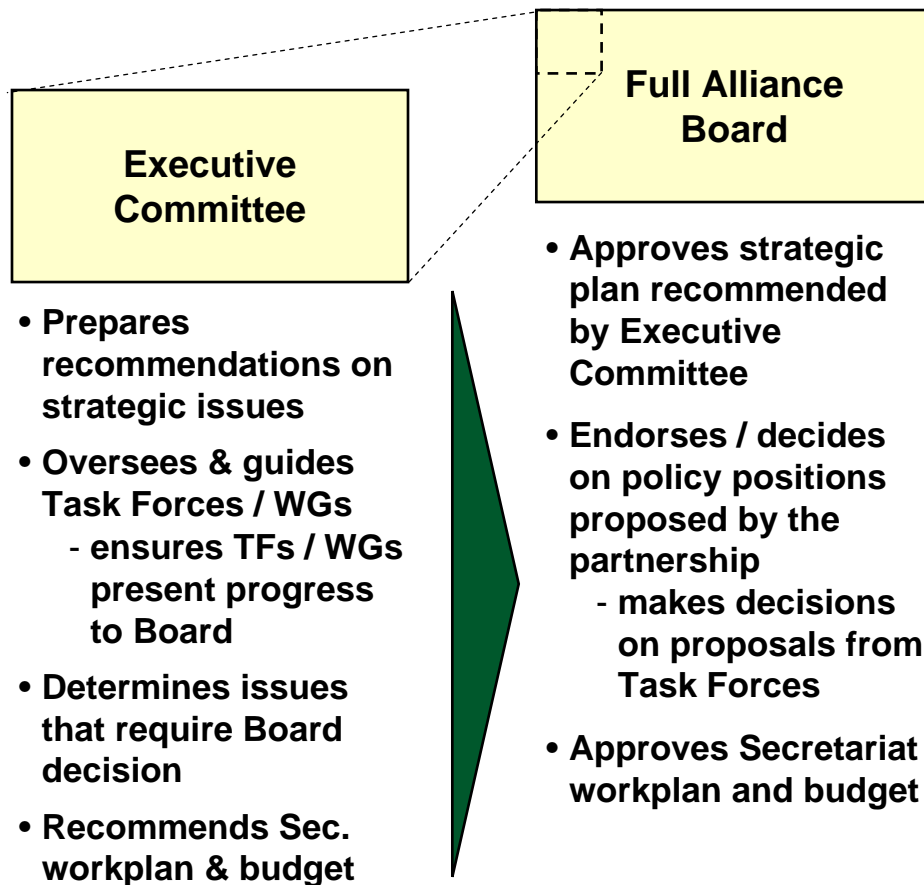
How can RBM best engage senior leaders of its partner organizations?

What mechanisms can RBM put in place to ensure constituency communication?

OTHER PARTNERSHIPS HAVE SPECIAL BODIES AND PROCEDURES TO FACILITATE DECISION MAKING



GAVI utilizes Executive Committee to perform 'pre-work' and decision preparation for full Board



Source: Primary interviews with partners; partnership websites; BCG analysis



Global Fund instituted parliamentary procedure to facilitate decision making at Board level

Board Chair introduced Robert's Rules of Order to incorporate decision-making mechanisms into a previously "dysfunctional" body



- Presented formal structure to Board deliberations
- Provided "excuse" to curtail unproductive discussion
- Brought attention to the need for making decisions on issues presented for Board consideration
 - virtually all agenda items had a decision point

EFFECTIVE SYSTEM FOR DATA GATHERING WILL FACILITATE PERFORMANCE OF MANY PARTNERSHIP ACTIVITIES

Key Elements

Explicitly tasking certain bodies or individuals within the Partnership with gathering specific data will ensure Partnership can perform its other functions

Partnership needs equal access to data from all constituencies in order to make informed decisions

Partnership needs to establish ability to gather data at all geographic levels (global, regional and country)

- Important for purposes of aggregation and comparison

Considerations for RBM

How should RBM determine what data it needs to collect?

- Which bodies or individuals should be tasked with collecting each?
- How should those bodies or individuals be held accountable?

What mechanisms can the Partnership put in place to ensure it is able to gather information from each of its constituencies?

How can the Partnership ensure that it is presented with the “right” amount of data such that it can make efficient, informed decisions?

What mechanisms can RBM establish that will enable it to collect data from all geographic levels?

- Which bodies should be tasked with collecting each?

BOTH WORKING GROUPS AND SECRETARIAT EXPLICITLY TASKED WITH DATA GATHERING ACTIVITIES IN OTHER PARTNERSHIPS

THE PARTNERSHIP
For Maternal, Newborn & Child Health

Stop TB Partnership

Country Support Working Group gathers data on best practices across the Partnership

Country Support WG tasked with two deliverables

1 Provide technical support to focus countries

2 Gather data / best practices from countries on successful planning, coordination and strategies

- Tasked by Board with gathering data on effectiveness of:
 - interventions
 - delivery methods
 - approach to planning & coordination
- Supported by member of Secretariat who:
 - assimilates data collected by WG
 - ensures data consistency
 - tests hypotheses with WG members

Working Groups and Secretariat tasked with gathering different types of data

Stop TB Board

Secretariat

Technical Working Groups

Collects data from partners, WGs and the community for analysis and for distribution, e.g.:

- Commodity forecasts
- Resource flows
- Interim findings of the WGs

Collects data from partners and outside experts to inform proposals to the Board, e.g.:

- Technical advice
- Environmental / program data
- Individual partner activities

Source: Primary interviews with partners; partnership websites; BCG analysis

IMPORTANT TO INCORPORATE ACCOUNTABILITY MECHANISMS WITHIN PARTNERSHIP FRAMEWORK

Activities	Requirements for Accountability	Considerations for RBM
<p>Resourced activities (RBM full-time staff)</p>	<p>Ensuring Secretariat performs duties outlined in workplan</p> <ul style="list-style-type: none"> • Mechanism to review progress on ongoing basis • Willingness, authority to make necessary changes 	<p>How should the Board be involved in ensuring workplan is completed?</p> <ul style="list-style-type: none"> • With what frequency? • What level of engagement? • How can the Board balance depth vs. amount of time it can commit?
<p>Collaboration and delegation activities (Board, WG, SRNs)</p>	<p>Understanding what activities need to be done to progress Partnership efforts</p> <ul style="list-style-type: none"> • Delegating tasks, agreeing on deliverables and milestones • Mechanism to review progress 	<p>How can RBM use metrics and workplans to guide its activities?</p> <p>What mechanisms are appropriate for RBM to employ to encourage <u>its bodies</u> to deliver on their mandate?</p>
<p>Partner-led activities (individual Partners)</p>	<p>Identifying areas of the malaria value chain that are not being executed well</p> <ul style="list-style-type: none"> • Results in Partnership not being able to fulfill its mission 	<p>What mechanisms are appropriate for RBM to employ to encourage <u>individual Partners</u> to deliver on their mandates?</p> <ul style="list-style-type: none"> • How can the partners convening authority and objectivity be utilized in this endeavor?

METRICS AND CLEAR EXPECTATIONS POTENTIAL TOOLS TO INSTITUTIONALIZE ACCOUNTABILITY



Global Fund has identified clear metrics by which each “initiative” is evaluated

For each “initiative,” the Global Fund works with partners in advance to identify key indicators to be used to measure success in advance of each initiative

The Global Fund and the partner jointly agree on the definition of success for each metric

Process creates accountability of partner to the Global Fund and of the Global Fund to its stakeholders:

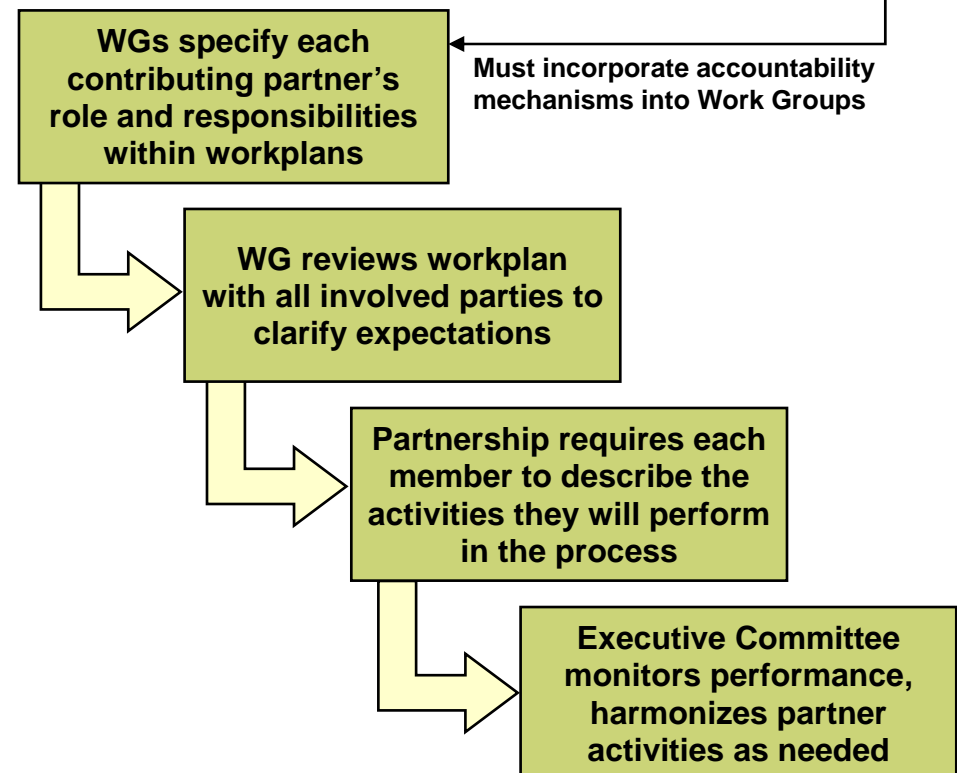
- Sets clear expectations for partner
- Identifies responsibilities of each involved body
- Establishes process for oversight

Source: Primary interviews with partners; partnership websites; BCG analysis



GAVI ensures expectations of individual partners are clear before embarking on an initiative

Recognition that Partnership is comprised of members with individual missions, stakeholders



ANALYSIS OF OTHER PARTNERSHIPS ALSO POINTS TO A SET OF ADDITIONAL LEARNINGS FOR CONSIDERATION

Design Needs

Considerations for RBM

Agreement on terms of engagement associated with Partnership

To what terms should RBM hold Partners in order to participate in the Partnership? With what formality?

Mechanism for funding the work of the Partnership

Should RBM fund operations of its Working Groups and other Partnership bodies?
 • If so, how should funds be raised?

Mechanisms for engaging Partner representatives in operating roles

How can RBM ensure that Partners are engaged?
 • Should RBM request seconded Partner staff for “resourced” activities?

Ability to attract and retain high-performing permanent staff

How can RBM attract high-caliber full-time staff?
 • Would challenge increase if not at WHO?

Consistent and independent access to key decision makers across constituencies

How can RBM maintain key access at country level?
 • Would challenge increase if not at WHO?

Mechanism for arbitrating disputes and conflicts within the Partnership

What role should RBM play in resolving issues between stakeholders?

Ability to operate on multiple geographic levels and form connections between each

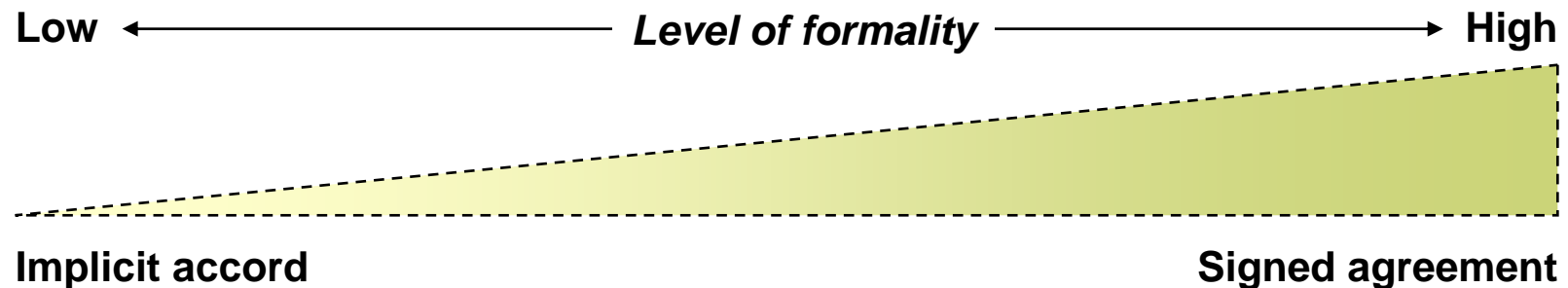
How can RBM ensure it is able to engage at global, regional and national levels and translate Partnership principles between the three?

Agreement on terms of engagement critical to well-functioning Partnership

AGREEMENT ON TERMS OF ENGAGEMENT FROM ALL PARTNERS WILL CREATE ACCOUNTABILITY AND ROLE CLARITY

Partnership needs some form of agreement on “what it means” to be a Partner

- Continuum of a formality with which you can create this understanding



Apparent that RBM needs some form of agreement, but unclear what the parameters of such an agreement should be

It is clear, however, that agreeing to the Global Strategic Plan is not adequate

- At a minimum, Partners must also agree to scope of Partnership activities and design principles

VARYING MECHANISMS USED IN OTHER PARTNERSHIPS TO CLARIFY EXPECTATIONS OF PARTNERS

MEASLES INITIATIVE

Explicit agreement required of partners

Belief that agreement to principles more important than inclusiveness

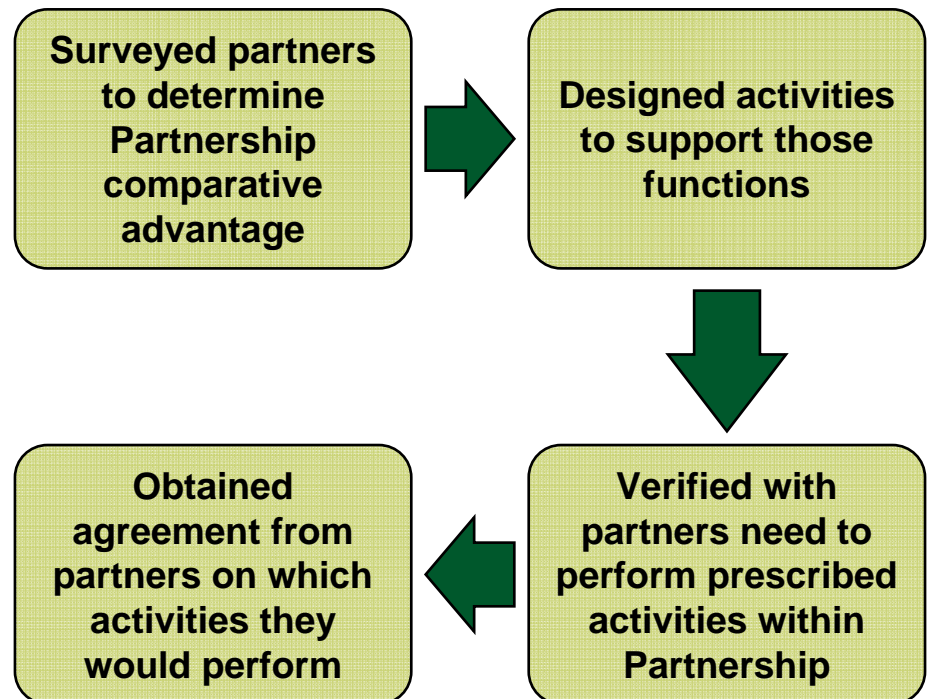


Required all partners to “sign” agreement to the following principles as a price of admission:

- Adherence to goals and strategic plan developed by the WHO and its partners
 - no new strategies – time to focus on operations
- Willingness to allow WHO-AFRO to act as sole communicating body with countries
 - centralized communication strategy
- Agreement that “bank” of money would be dispersed by consensus
 - no off-line discussions

THE PARTNERSHIP For Maternal, Newborn & Child Health

Clear definition of activities to be delegated to the Partnership



Source: Primary interviews with partners; partnership websites; BCG analysis