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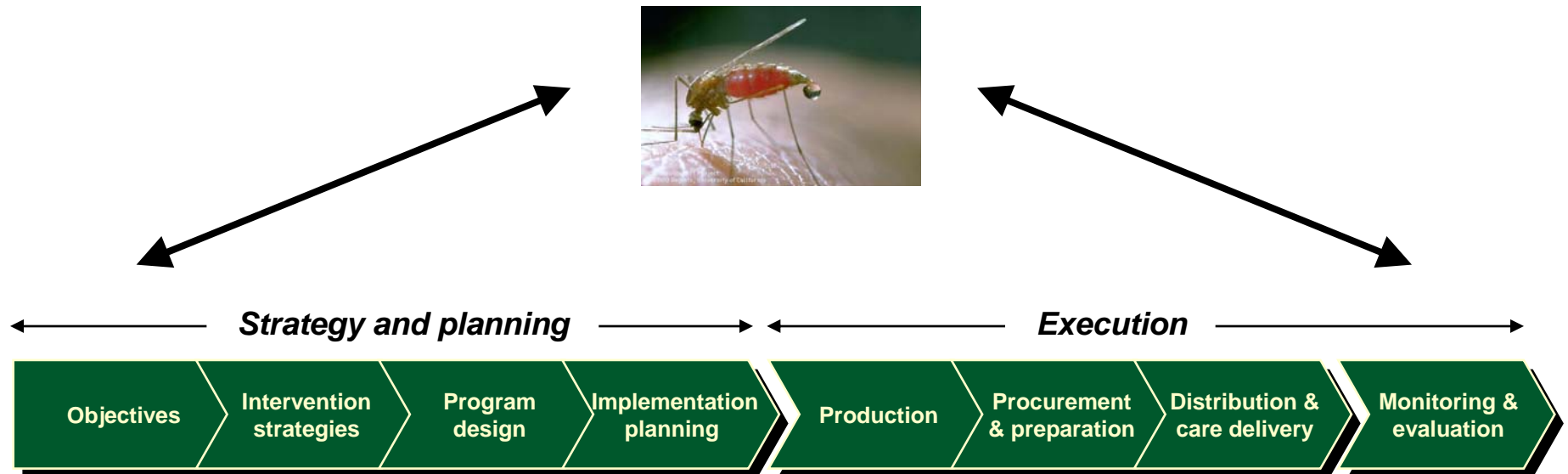


MALARIA CONTROL VALUE CHAIN

May 2006

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THE MALARIA CONTROL VALUE CHAIN



Analysis based on holistic view of the partnership

Donors and foundations

Development partners

NGOs

Endemic countries

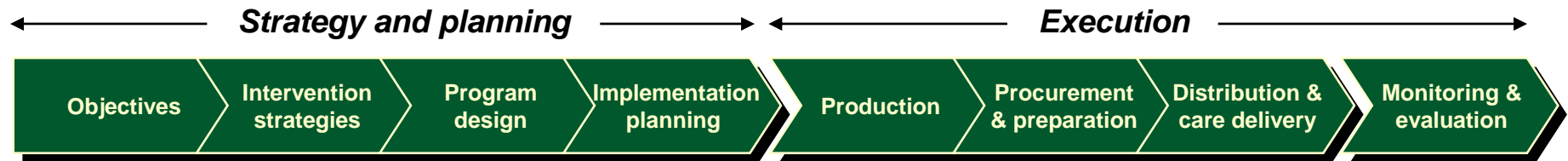
Private sector

Research & academia

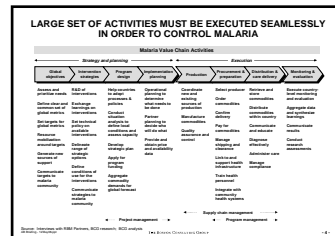
WHO

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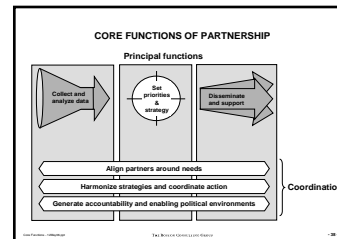
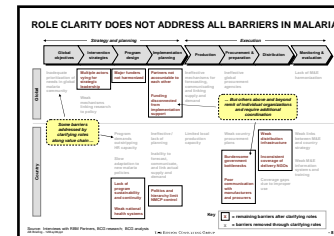
NEEDS ALONG VALUE CHAIN MUST BE BASIS FOR DEFINING PARTNERSHIP CORE FUNCTIONS



Key activities



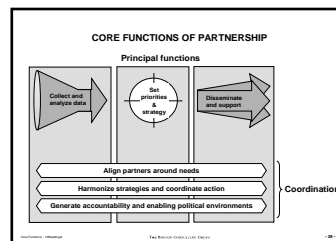
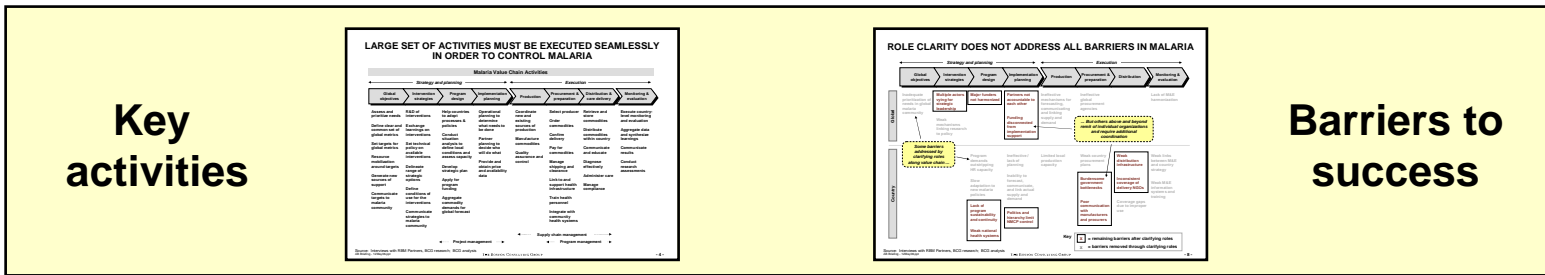
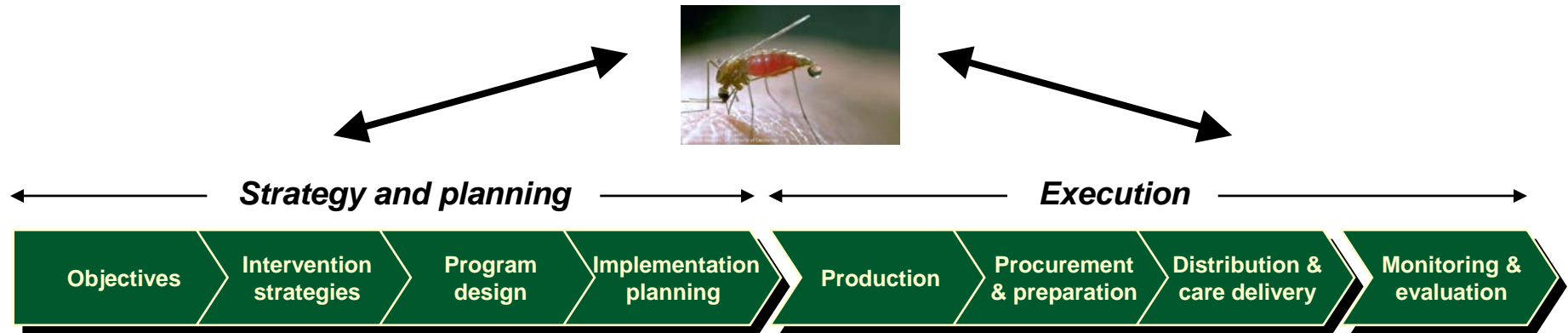
Barriers to success



Partnership core functions

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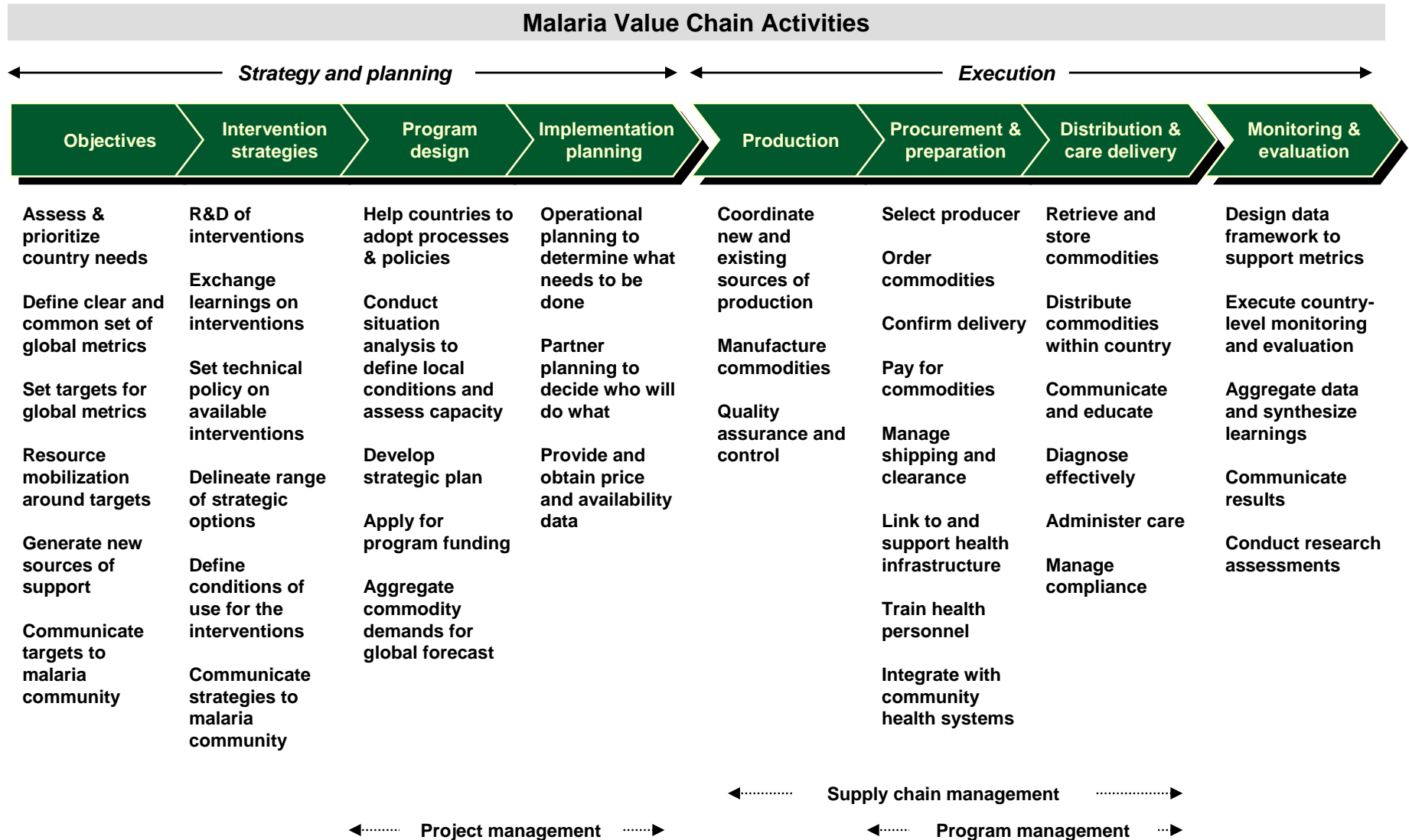
NEEDS ALONG VALUE CHAIN MUST BE BASIS FOR DEFINING PARTNERSHIP CORE FUNCTIONS



Partnership core functions

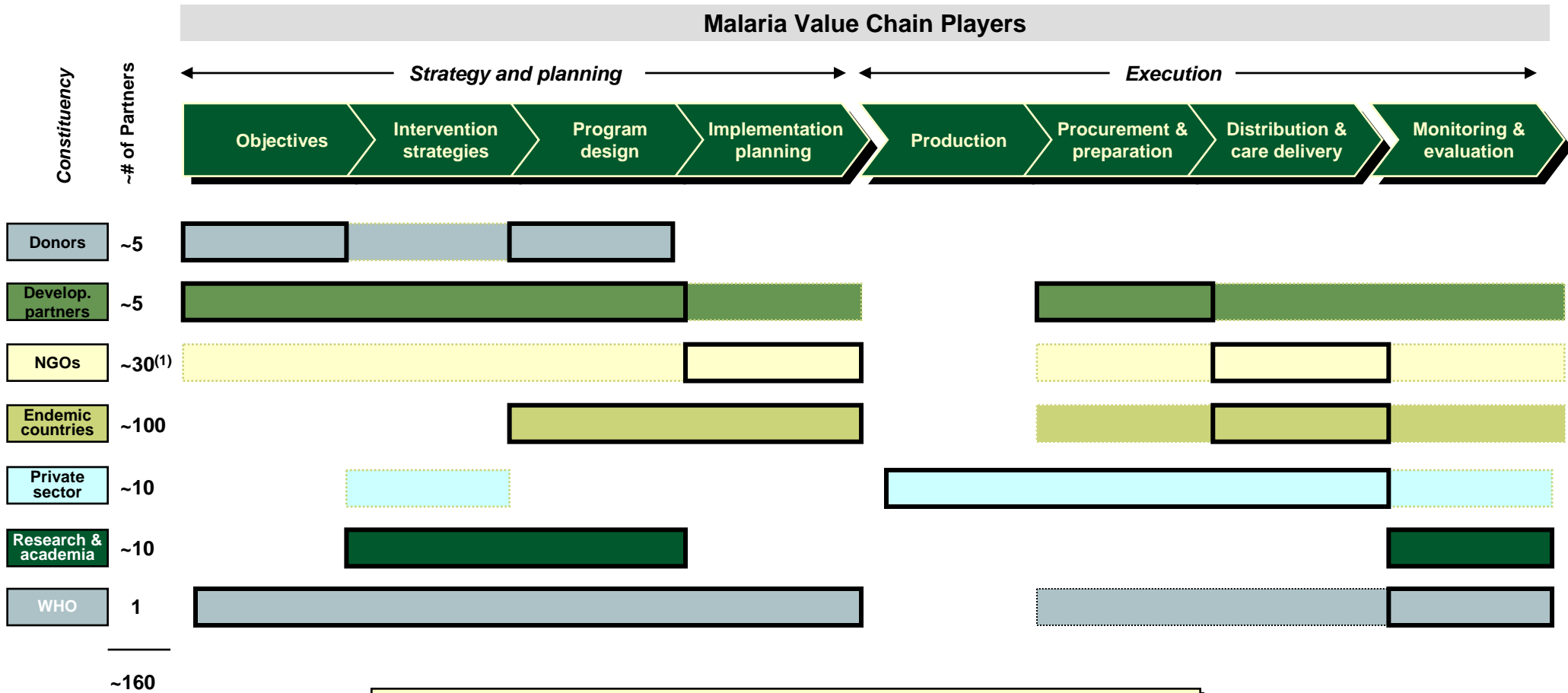
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EXPANSIVE SET OF ACTIVITIES TO CONTROL MALARIA



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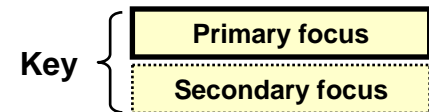
ALIGNMENT OF ROLES ACROSS VALUE CHAIN REQUIRED



Over 150 Partners involved in fighting malaria

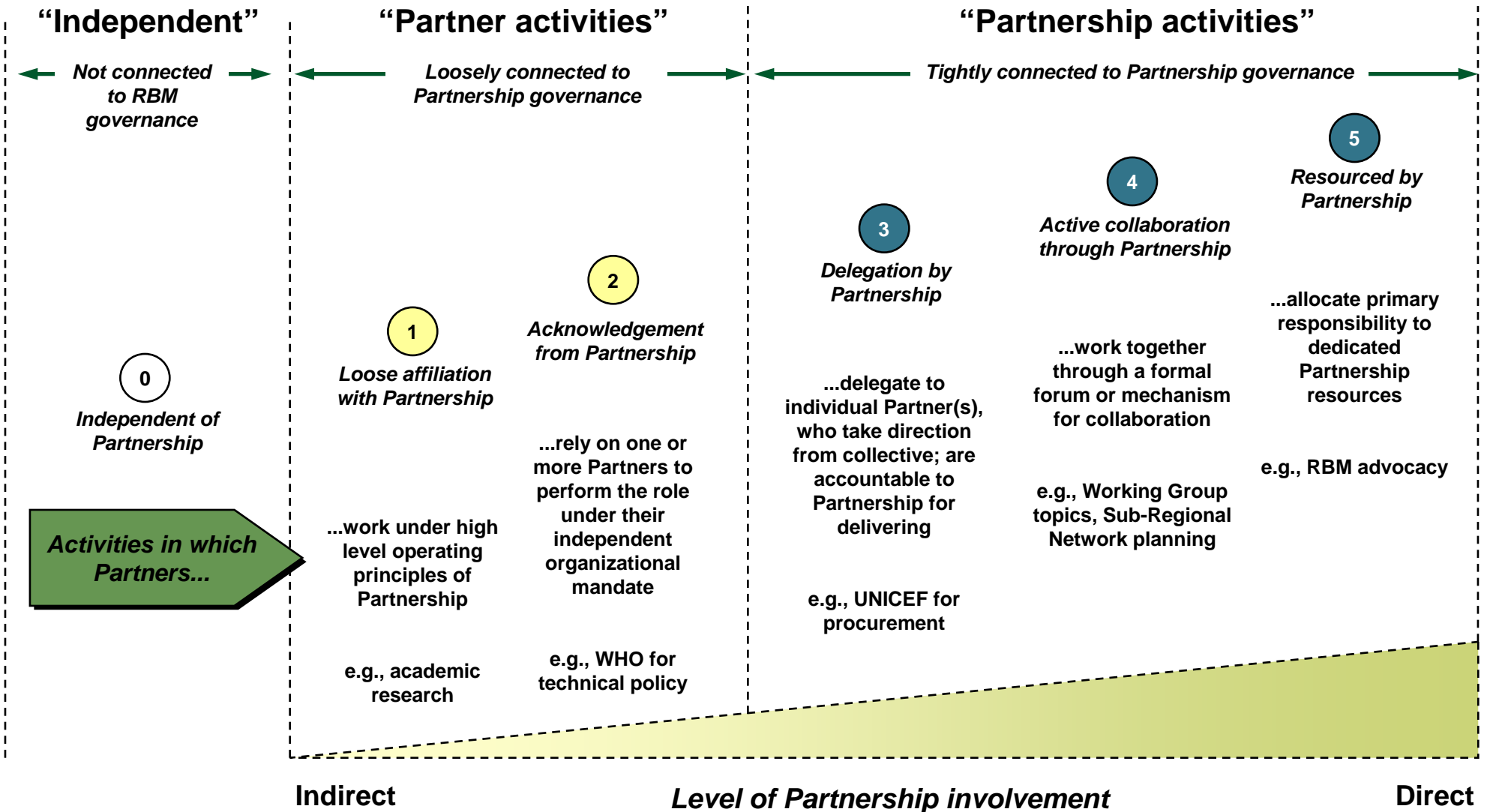
- Significant value in coordination function

(1) Not including community-based organizations (CBOs)
Source: Interviews with RBM Partners, BCG research; BCG analysis



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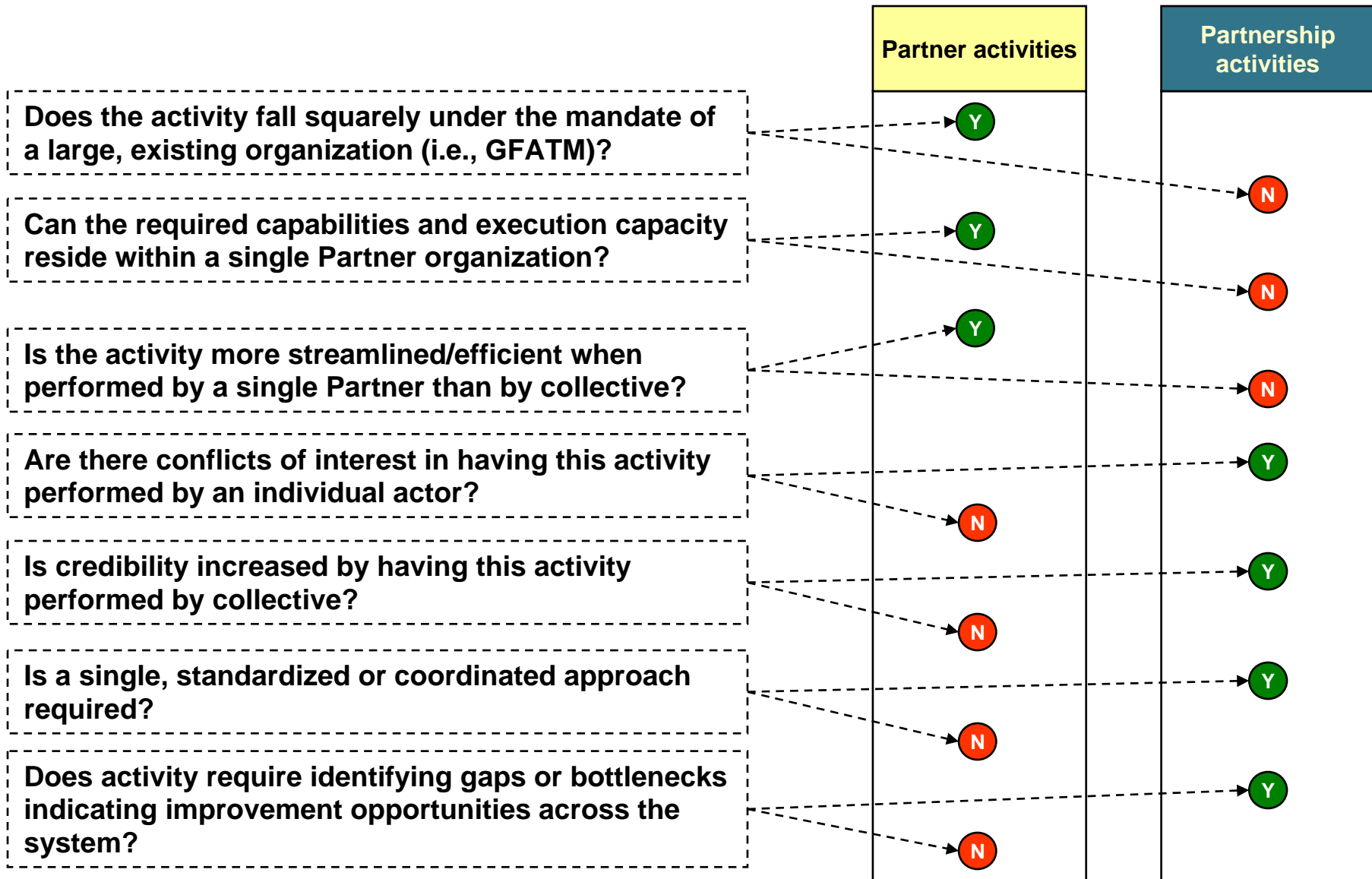
FIVE LEVELS OF PARTNERSHIP INVOLVEMENT IN ACTIVITIES



Also a geographic dimension -- global, regional and/or local

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CLEAR LOGIC AND CRITERIA DEFINES PLACES IN WHICH PARTNERSHIP UNIQUELY SUITED TO PLAY A ROLE



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EXAMPLE: DEFINING WHERE PARTNERSHIP UNIQUELY SUITED

“Provide and obtain price & availability data”

	Partner activities	Partnership activities	Comments
Does the activity fall solely under the mandate of a large, existing organization (i.e., GFATM)?		N	No major organization currently mandated to execute task
Can the required capabilities and execution capacity reside within a single Partner organization?	Y		Need to be able to cull information from across constituencies and players
Is the activity more streamlined/efficient when performed by a single Partner than by collective?	Y		Single, centralized point of communication highly desirable
Are there conflicts of interest in having this activity performed by an individual actor?		Y	Community questions incentives of Partners directly involved in, or stand to gain from, procurement decisions and execution
Is credibility increased by having this activity performed by collective?		Y	
Is a single, standardized or coordinated approach required?		Y	
Does activity require identifying gaps or bottlenecks indicating improvement opportunities across the system?		Y	Transparency and consistency of information required to match supply and demand
			Not critical – however, provides opportunity to match commodity surpluses to needs

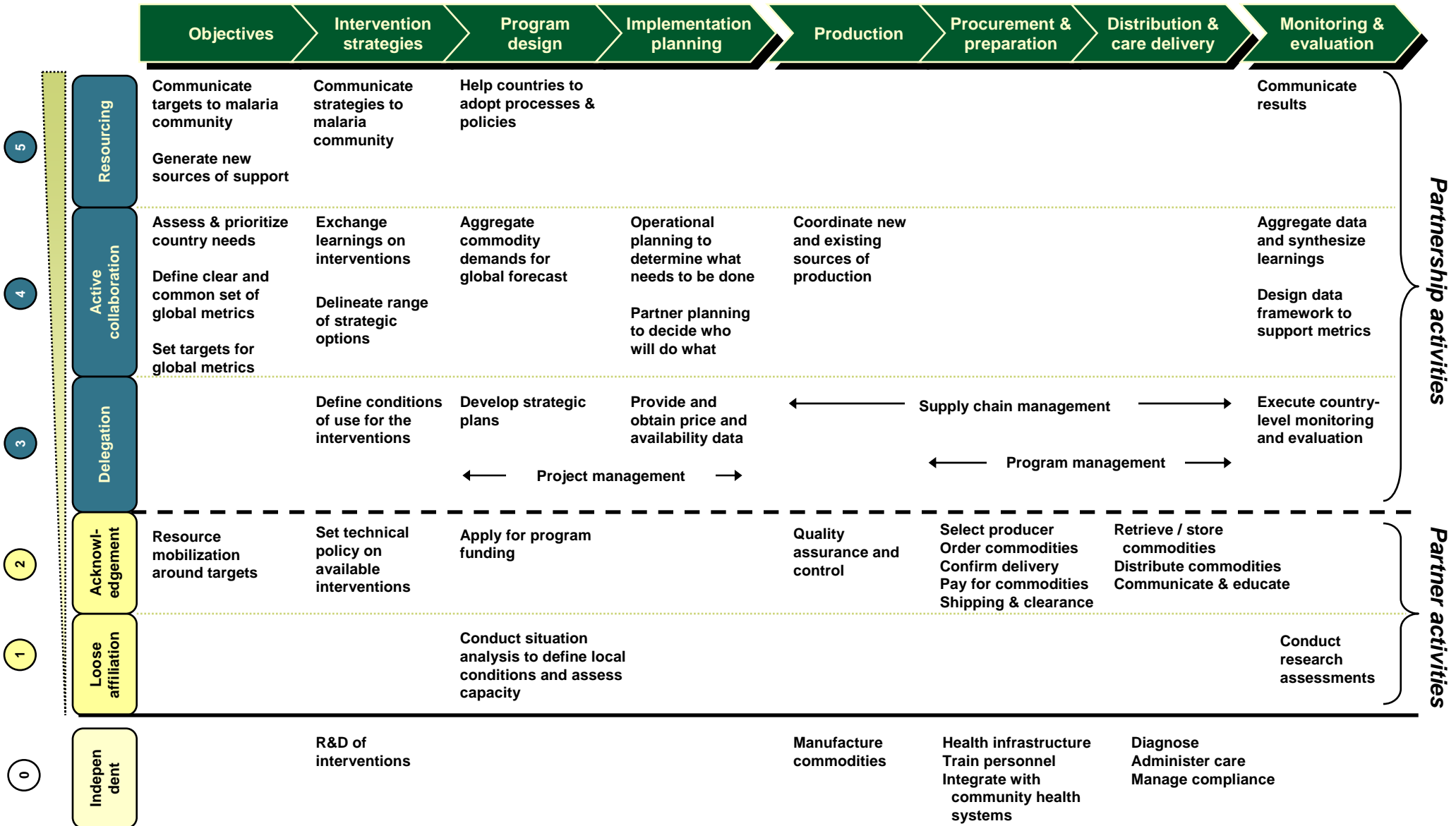
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Could be “resourced” or “delegated” if a single Partner had comparative advantage

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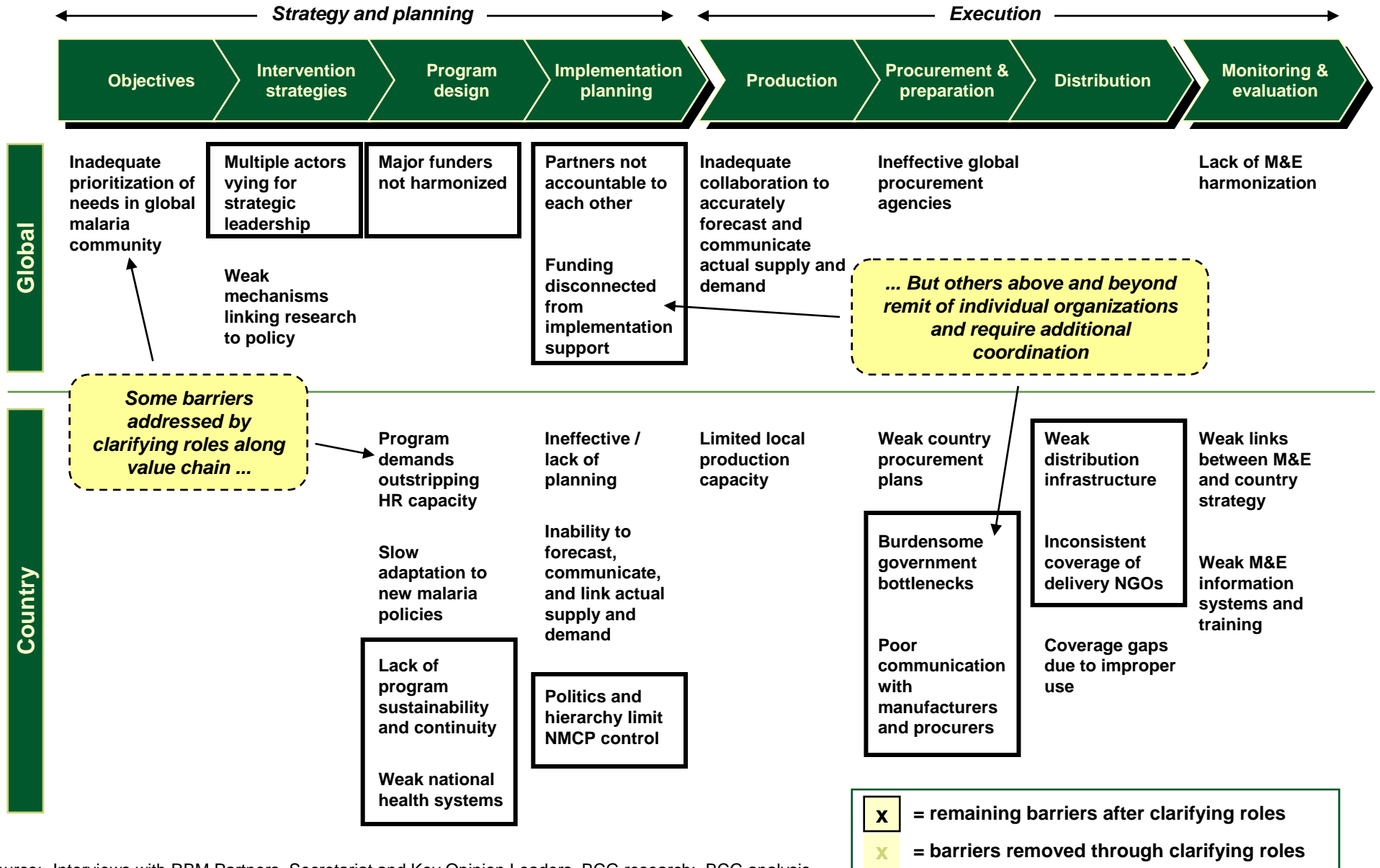
PARTNERSHIP INVOLVEMENT VARIES ACROSS VALUE CHAIN



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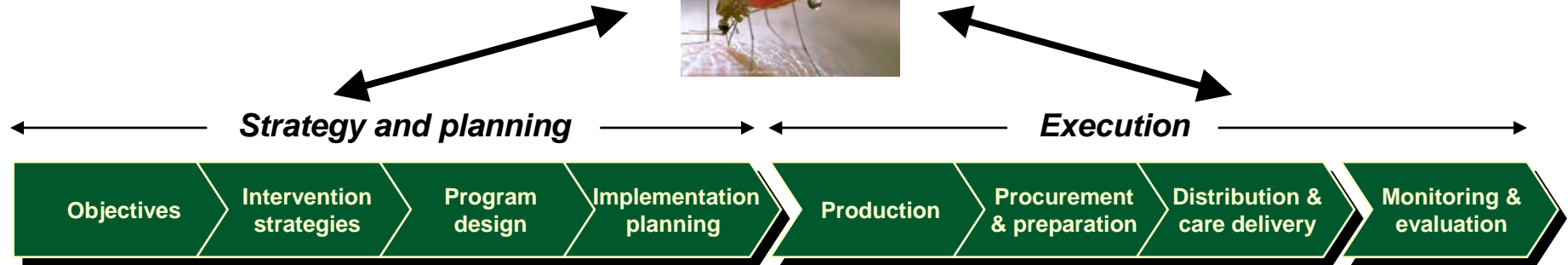
MANY SIGNIFICANT BARRIERS TO SUCCESS IN MALARIA

Some Addressed Through Clarified Roles; Coordination Also Required

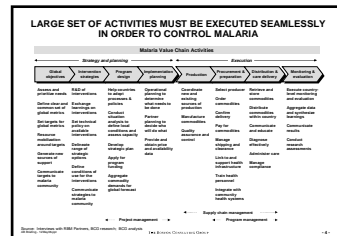


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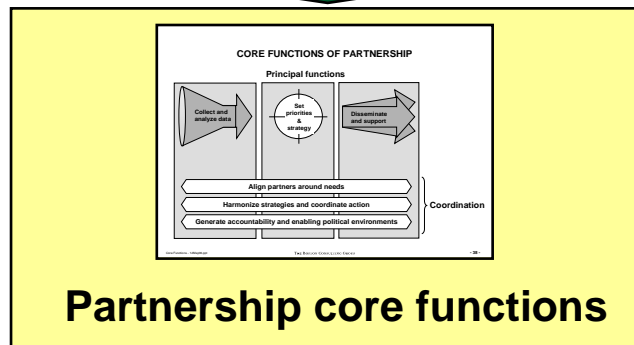
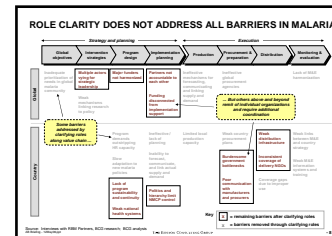
NEEDS ALONG VALUE CHAIN MUST BE BASIS FOR DEFINING PARTNERSHIP CORE FUNCTIONS



Key activities



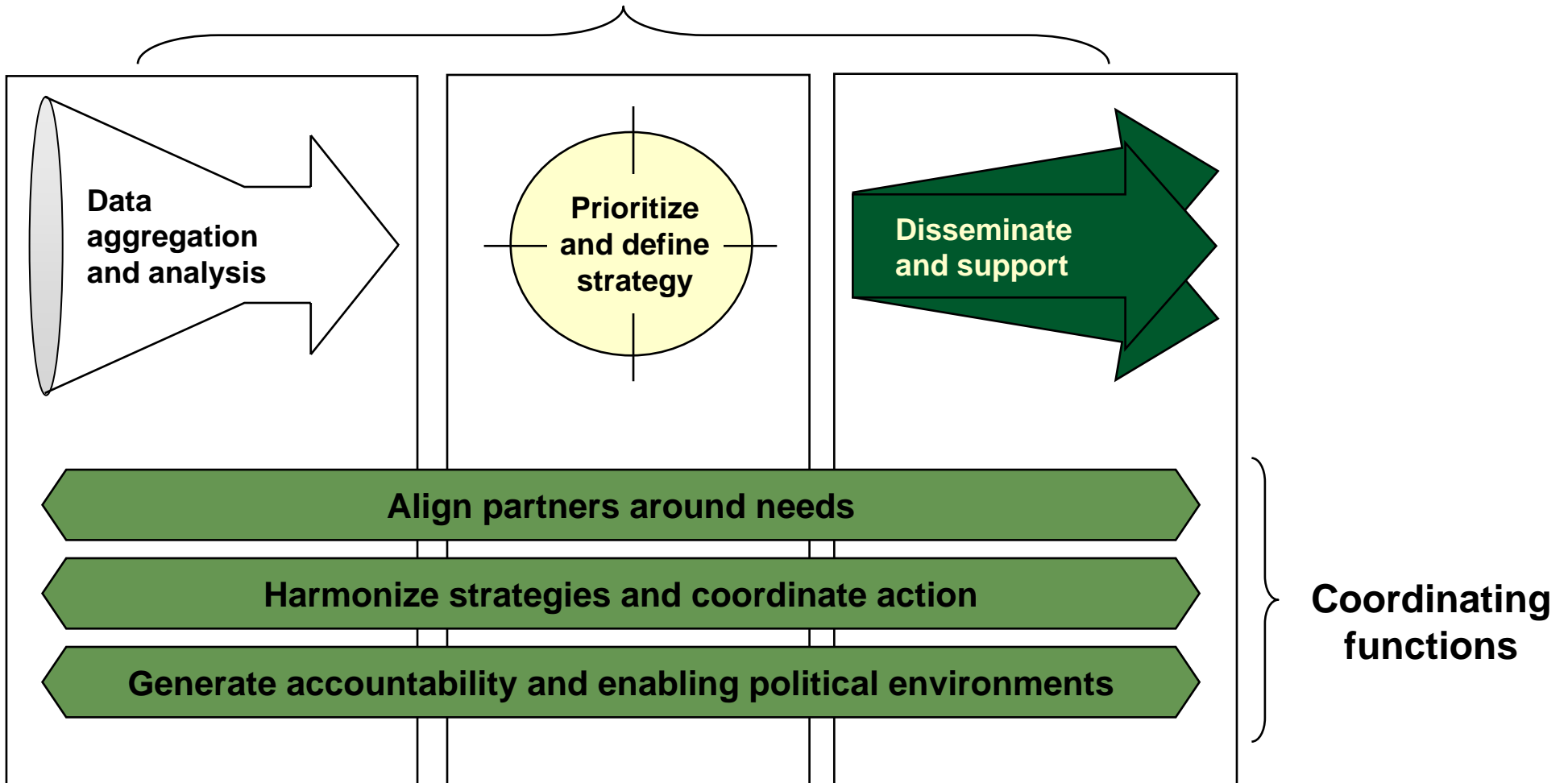
Barriers to success



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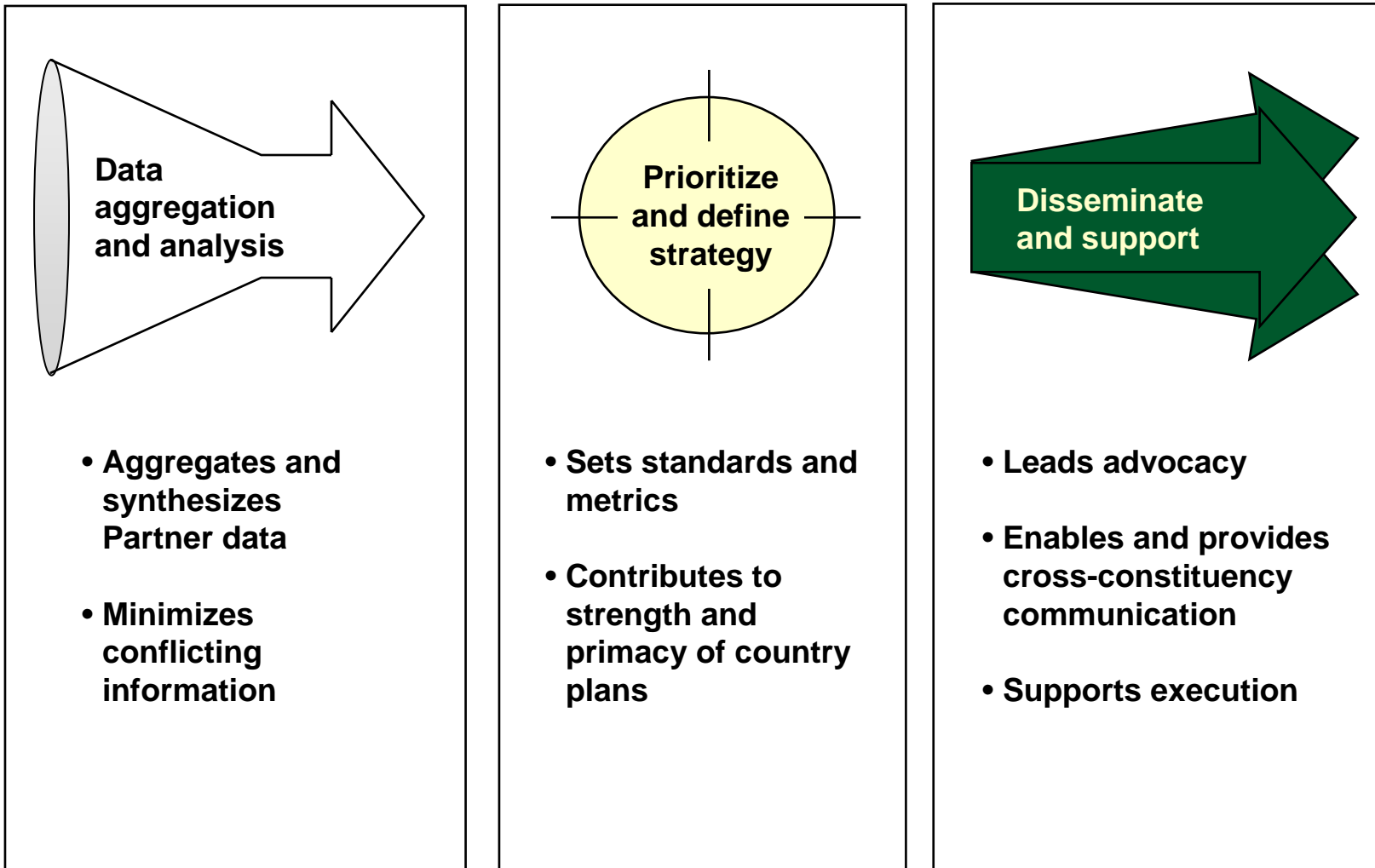
PARTNERSHIP CORE FUNCTIONS

Principal functions



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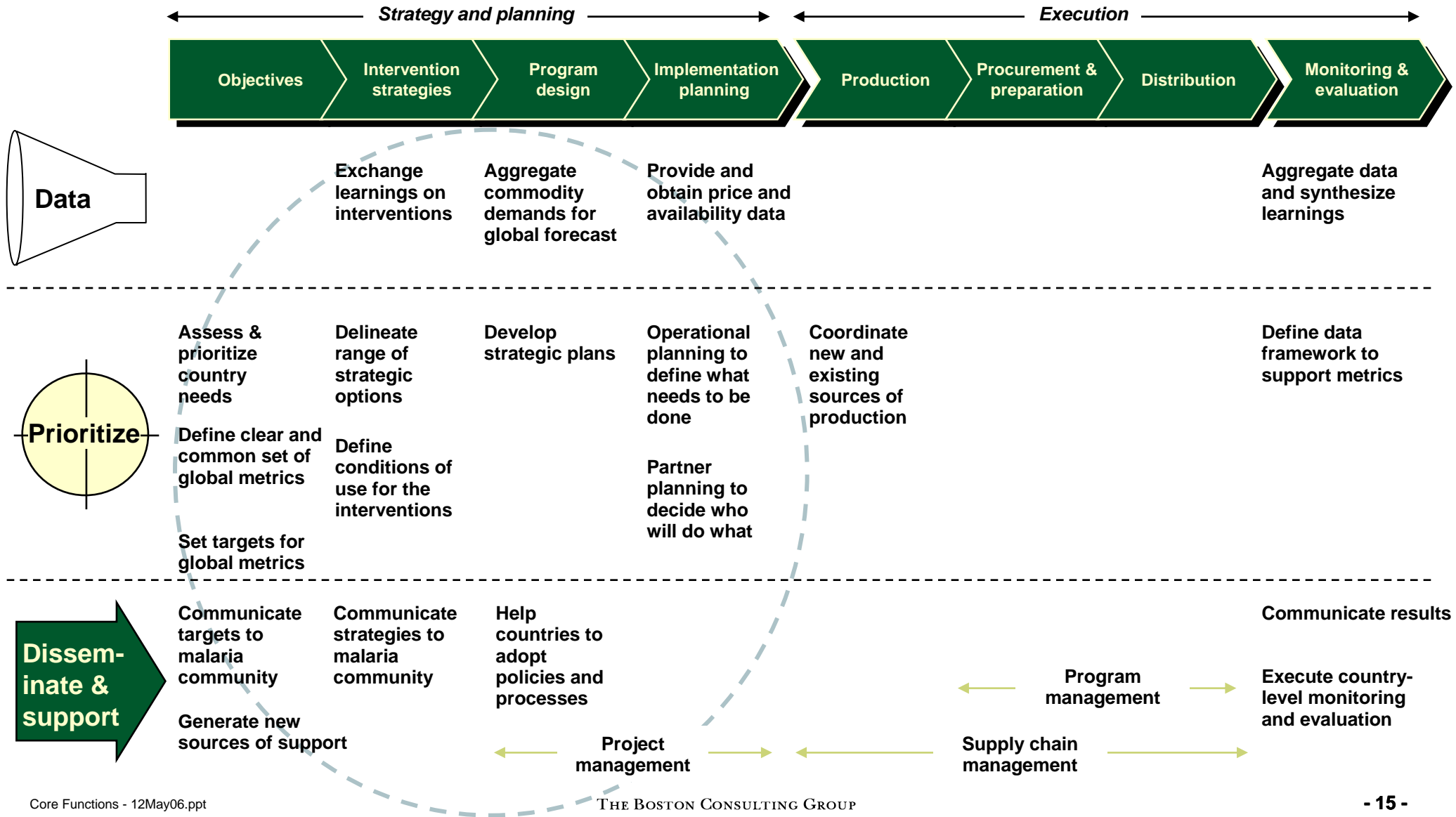
PRINCIPAL FUNCTIONS OF PARTNERSHIP



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PRINCIPAL FUNCTIONS OF PARTNERSHIP KEY TO ALLEVIATING BARRIERS TO SUCCESS

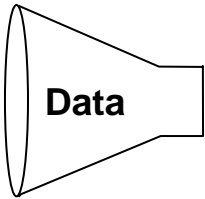
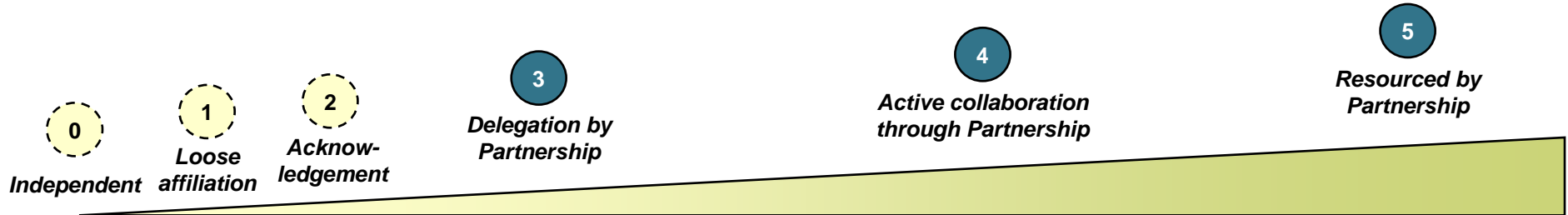
Main Role Seen In Strategy And Planning



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PRIORITIZATION LARGELY DONE COLLABORATIVELY

Partnership Resources Focused on Disseminating and Supporting



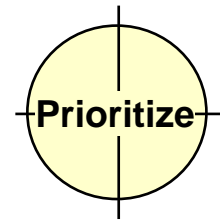
Provide and obtain price and availability data

Aggregate data and synthesize learnings
 Aggregate commodity demands for global forecast
 Exchange learnings on interventions

Define conditions of use for the interventions

Assess and prioritize country needs
 Define data framework to support metrics
 Operational planning to define what needs to be done
 Define clear and common set of global metrics
 Partner planning to decide who will do what
 Coordinate new and existing sources of production
 Set targets for global metrics
 Delineate range of strategic options

Develop strategic plans



Project management

Communicate strategies to malaria community

Supply chain management

Communicate results

Program management

Communicate targets to malaria community

Execute country-level monitoring and evaluation

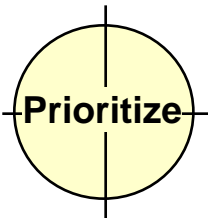
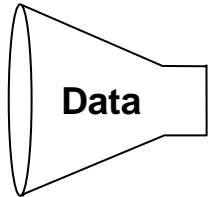
Help countries to adopt policies and processes

Generate new sources of support



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PRINCIPAL FUNCTIONS OF PARTNERSHIP PRIMARILY AT GLOBAL AND COUNTRY LEVELS



Principal Function of Partnership	Partnership would drive activity at ...		
	Global	Regional	Country
<ul style="list-style-type: none"> • Aggregate data and synthesize learnings • Exchange learnings on interventions • Aggregate commodity demands for global forecast • Provide and obtain price and availability data 	●●●●	●	●●●
<ul style="list-style-type: none"> • Assess and prioritize country needs • Define clear and common set of global metrics • Set targets for global metrics • Define data framework to support metrics • Delineate range of strategic options • Define conditions of use for the interventions • Operational planning to define what needs to be done • Partner planning to decide who will do what • Coordinate new and existing sources of production • Develop strategic plans 	●●●●●●	●	●●●●●
<ul style="list-style-type: none"> • Communicate targets to malaria community • Communicate strategies to malaria community • Communicate results • Generate new sources of support • Help countries to adopt policies and processes • Program management • Program delivery • Supply chain management • Execute country-level monitoring and evaluation 	●●●●●	●	●●●●●

Key Primary Secondary

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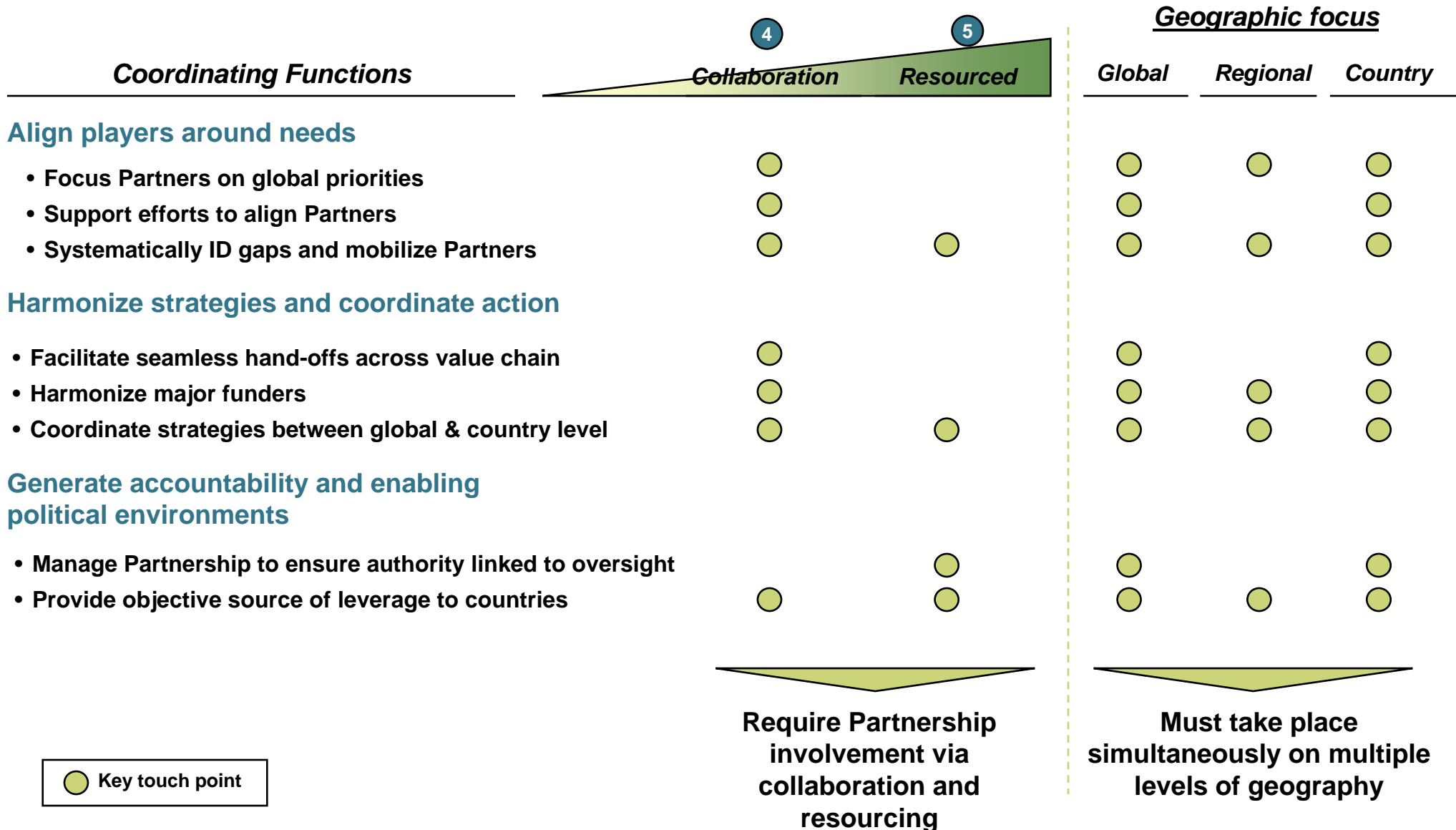
COORDINATING ROLE REQUIRED TO ALLEVIATE BARRIERS TO SUCCESS



Create an enabling environment for Partners

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COORDINATING FUNCTIONS CUT ACROSS GEOGRAPHIES AND GOVERNANCE LEVELS



○ Key touch point

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STRONG PARTNERSHIP VALUE PROPOSITIONS EXIST ACROSS CONSTITUENCIES

“Principal Functions”	Donors and foundations	Development partners	NGOs	Endemic countries	Private sector	Research & academia	WHO
<i>Leads malaria advocacy</i>	Increased ability to raise funds	Increased ability to fund individual efforts	Increased ability to fund individual efforts	Additional resources and support	Increased market size	Improved access to funding	Increased resources available for GMP
<i>Enables and provides cross-constituency communication</i>	Additional publicity for successes	Identification of potential conflicts early	Dissemination of best practices	Forum for cross-border collaboration	Minimized costs of working across decentralized market	Efficient and consistent distribution of findings	Mechanism for disseminating guidelines to Partners
<i>Contributes to strength and primacy of country plans</i>	Consistent methods for monitoring and evaluation	Increased speed of impact and probability of success	Strengthened relationship with in-country NGO partnership	Ownership of process	Reduced number of interface points within country	Reduced number of interface points within country	Country activity aligned around WHO guidance / policy
<i>Sets standards and metrics through collaboration</i>	Stronger links to funding metrics	Forum to influence strategic direction	Clarified contribution to effort	Minimized multiplicity of M&E programs	Clarity on demand forecasts	Reduced complexity in monitoring and evaluation	Formal space to influence strategy of all Partners
<i>Aggregates and synthesizes Partner data and priorities</i>	Coordination and consultation to maximize investment impact	Increased alignment with broader malaria community	NGOs’ capacity matched to most relevant needs	Accurate, consistent data on commodity availability / quality	Single point of contact for forecasting demand	Minimized transaction costs of data collection	Streamlined mechanism for understanding policy needs
<i>Minimizes duplication of effort and conflicting information</i>	Ownership over impact in a particular area	Potential conflicts identified early	Forum for partnership with key stakeholders	Optimized use of resources	Reduced information asymmetries	Minimized overlapping research efforts	Reduced contention on Partner overlap
<i>Supports execution</i>	Early warning system to ensure results	Improved links with other Partners	Improved links with other Partners	Augmented local program management capacity	Reduced transaction costs	Additional, consolidated data on implementation	Complementary assistance for implementation

Key: Primary value

“Coordinating Functions” add value across constituencies: alignment, harmonization, accountability

Source: Interviews with RBM Partners; BCG analysis
Core Functions - 12May06.ppt