

work in progress



ROLL BACK MALARIA PARTNERSHIP

# **RBM Partnership Framework**

**December 2006**

## **Preface**

The Partnership movement in malaria was initiated in 1998, when the WHO Director General established the Roll Back Malaria Partnership (RBM) with UNICEF, UNDP and the World Bank. Through coordinated networking and advocacy, as well as consensus building among Partners, RBM helped assemble the tools and resources required for meaningful action in malaria control.

Since its founding, the Partnership has expanded to more than 100 Partners across seven constituencies – foundations, malaria endemic countries, multilateral institutions, non-governmental organizations, OECD donor countries, the private sector, and research and academia. In late 2005, the Board recognized that the Partnership needed re-evaluation and clarification in order to be effective in facilitating country-level results, and decided to dedicate the majority of 2006 to a change initiative.

This handbook outlines the strategy, structures and systems that have emerged through the work of the Change Initiative undertaken by the Partnership during 2006, at the decision of the Board. It is meant to be a resource for the Board, Partner organizations, and, where relevant, the general public seeking additional information about what the RBM Partnership is and how it operates.

This document is not intended to replace the RBM Partnership's bylaws or the Global Strategic Plan of the RBM Partnership. Rather, this handbook complements these documents by providing a more comprehensive and cohesive narrative of the Partnership's standards and practices laid out in the bylaws, and describing the functions and infrastructure through which the goals of the Global Strategic Plan will be implemented.

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## **1. RBM Partnership functions**

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The RBM Partnership provides value to Partners through the following five core functions:

1. Convening Partners in a neutral environment (e.g. to identify and disseminate best practices)
2. Providing a coordination mechanism to allow Partners to focus on what they do best (e.g. align Partners with country requests based on Partners' comparative advantage)
3. Facilitating Partner interaction to reduce duplication and barriers and to increase speed of action
4. Supporting Partner activities by providing consolidated sources of information
5. Advocating on behalf of collective to increase resource availability

The below descriptions of the RBM Partnership bodies include the specific iterations of these functions that are delegated to each.

## 2. RBM Partnership bodies

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### 2.1 The Board

The Roll Back Malaria Partnership (RBM) Board provides leadership and direction, ensures coordination among RBM Partnership components and among RBM Partners, and monitors & reviews the activities and deliverables of the Partnership.

All seven constituencies within the RBM Partnership are represented on the Partnership Board in order to maximize the contribution of RBM Partners and provide a mechanism for harmonizing and coordinating Partner efforts. There are 20 voting members and 2 ex-officio members:

Voting members:

- Foundations – 1 seat
- Malaria Endemic Countries – 8 seats
- Multilateral institutions (founding members) – 4 seats
- Non-Governmental Organizations – 1 seat
- OECD Donor Countries – 3 seats
- Private Sector – 2 seats
- Research and Academia – 1 seat

Non-voting ex-officio members:

- The Global Fund – 1 seat
- The Executive Director of the RBM Partnership Secretariat – 1 seat

Board members serve terms of two years and are eligible for a second two-year term if nominated by their constituency. The Chair & Vice Chair of the Board are selected by voting members of the Board according to terms established in the RBM bylaws and monitored by the RBM Secretariat. The terms for Chair & Vice Chair last for a minimum of one year and a maximum of two years.

The Board's main functions are:

- Set the strategic direction of the Partnership by approving the Partnership's strategic plans and establishing the Partnership's annual priorities
- Approve annual Partnership workplans & budgets
- Ensure Partner coordination and alignment at global and country levels by establishing Partnership Working Groups and reviewing and endorsing their outputs
- Advocate for resources to match country needs
- Provide guidance to the RBM Partnership Secretariat

The Board meets in person at least (and typically) two times per year (typically once in May, in advance of the World Health Assembly meeting, and once in November) to fulfill its functions and make decisions on behalf of the Partnership.

For further detail on Board operations, please see the RBM Bylaws and RBM Operating Framework.

## 2.2 The Executive Committee

The Executive Committee (EC) of the RBM Partnership is a subset of the Board, created in November 2006 to perform three primary functions on behalf of the Board:

- Decide on the Board agenda and decision points based on the content and recommendations of other Partnership bodies (e.g., SRNs, Working Groups, Task Forces, Board Committees and the Secretariat)
- Make time sensitive decisions on how RBM will respond to external events, working with the Executive Director
- Oversee Partnership bodies' workplanning and budgeting process by:
  - Making recommendations to the Board on Partnership's annual priorities
  - Providing oversight and guidance to the Secretariat throughout the workplanning and budgeting process
  - Securing funding for the Board-approved workplan, and associated budget
    - Providing a check on proposed budgets during workplan development process
  - Reviewing Secretariat's progress against workplan deliverables between Board meetings

The Executive Committee is comprised of eight Board members, one Board member from each RBM constituency, selected by the constituency, and the Secretariat's host. The Board Chair serves as the representative of his/her constituency and as Chair of the EC. The Chair may choose to delegate the duties of Chairing the EC to another member of the EC, in which case another EC member will be appointed to represent the constituency to which the Board Chair belongs. When this delegation of responsibility takes place, written notification is delivered to the Executive Director of the Partnership Secretariat, and communicated to the full Board.

The Executive Committee meets, either in person or by teleconference, four times a year to perform its functions. EC meetings are scheduled at regular intervals relative to RBM Board meetings, typically in January, April, July and October (assuming Board meetings are scheduled in May and November).

Specific activities include:

- January
  - Developing survey of Partnership and Secretariat performance
  - Reviewing Secretariat progress against objectives in prior year workplan
  - Discussing possible agenda items for May Board meeting
- April
  - Reviewing results of Partnership and Secretariat survey
  - Reviewing proposed annual Partnership priorities and make recommendation to Board
  - Reviewing pre-read materials and proposed decisions for May Board meeting
- July
  - Reviewing & challenging high-level workplans & budget
    - Ensuring workplan is aligned with Partnership priorities
    - Reviewing high-level budget vis a vis available funding
  - Discussing possible agenda items for November Board meeting
- October

- Final reviewing of Partnership workplan & budget before going to full Board
- Reviewing Secretariat progress against workplan before formal Board update
- Reviewing pre-read materials and proposed decisions for November Board meeting

The EC also meets via teleconference (or communicate via email) on a more frequent basis in order to make decisions on behalf of the Partnership between Board meetings. The EC also delegates some decision making powers to the EC Chair and the Executive Director as it deems appropriate.

The Chair of the Executive Committee serves as the conduit of information between the EC and the Secretariat. As such, the EC Chair has for more frequent calls with the Executive Director to pre-process issues for EC deliberation and to triage information. The EC Chair is also responsible for communicating EC decisions to the full RBM Board.

### **2.3 The Secretariat**

The Partnership Secretariat coordinates and facilitates the work of the Partnership. It is led by a Board appointed Executive Director, who manages the implementation of the Board-approved Secretariat workplan. The Secretariat is hosted by WHO in Geneva, with regional and sub-regional Secretariat staff hosted by other RBM Partners.

The RBM Partnership Secretariat is functionally accountable to the Board and administratively accountable to the WHO, as the hosting agency. Through its position on the RBM Board, the host ensures that the RBM Partnership priorities are aligned with its own and that Secretariat activities reflect this synergy.

Functional oversight of the Secretariat, provided by the RBM Board, involves:

- Providing strategic & political direction
- Approving and funding Secretariat workplan
- Ensuring progress against workplan objectives and deliverables
- Ensuring appropriate use of Partnership-provided resources

Administrative oversight of the Secretariat, provided by the host organization, involves:

- Ensuring compliance with administrative, financial and human resource policies and procedures as described in the hosting MoU

The Secretariat supports the Board and its Executive Committee by arranging and facilitating Board and EC meetings and supporting decision preparation. This includes preparing recommendations on:

- Partnership strategy and annual priorities
- Board agenda items and decision points
- Questions to be asked in annual Partnership performance survey

The Secretariat's functions, approved at the 11<sup>th</sup> RBM Partnership Board meeting (November 2006), are to:

- Support development and follow-up of Partnership strategy
- Support Partners in identifying actions and resources required in countries

- Facilitate Partner involvement in country program design and planning in line with 3-ones approach
- Facilitate Partner alignment behind country plans
- Support development and dissemination of working group consensus publications on learnings and best practices for scale-up
- Advocate for new sources of support
- Communicate targets, strategies and progress to global community
- Serve as supply information clearinghouse on malaria commodities (pending procurement and supply management working group review)
- Support Partners in convening to discuss forecasting (pending procurement and supply management working group review)
- Partnership administrative and development support

A description of the units of the Secretariat can be found in Appendix B.

## 2.4 Working Groups

Working Groups are the mechanisms within the Partnership used to generate alignment among Partners on key strategic issues. There are two different types of issues that require alignment and are, therefore, the focus of RBM Working Groups:

- 1) approaches, mechanisms and best practices for scaling-up
- 2) coordinated or harmonized implementation support.

Working Groups are established by the Board where there is a need to generate Partner alignment on a specific issue -- or set of issues -- critical for scaling up malaria control efforts. The Board and Secretariat determine the minimum level of expertise needed within each Working Group; however, Working Group membership is open to all active and interested RBM Partners. The Terms of Reference (TORs) of each Working Group are approved by the RBM Board, and a Working Group may propose changes to its TORs when it feels such changes are necessary.

Working Groups develop an annual workplan, based on its TORs and the Partnership's annual priorities, and present their workplan to the Board for endorsement in November of the prior year. Workplans describe the activities and deliverables of the Working Group for the coming year and highlight the necessary interaction with other RBM Partnership bodies (e.g. other Working Groups, Sub-Regional Networks, and individual Partners) as well as any budget requests. Throughout the year, Working Groups present their outputs to the RBM Board, where the Board's endorsement and/or support is required.

There are currently nine RBM Working Groups:

1. Advocacy
2. Communication
3. Financing
4. Implementation support
5. Malaria case management
6. Malaria in pregnancy
7. Monitoring and evaluation

8. Procurement and supply management
9. Scalable malaria vector control

Each Working Group is co-chaired by individuals from two RBM Partners, with the Secretariat providing facilitation and support.

## **2.5 Board Committees**

Board Committees are convened by the Board to perform a subset of ongoing governance and/or internal Partnership activities on the Board's behalf. Committees report to the full Board, or to the Executive Committee if deemed appropriate by the Board, and operate according to Terms of Reference established by the Board. Committees are led by one or more Board members, but may include Partners that do not hold a seat on the RBM Board, if deemed appropriate.

## **2.6 Task Forces**

Task forces are convened by the Board for a finite duration to deliver a recommendation to the Board on a specific issue, at which point they are disbanded. Task forces report to the full Board, or to the Executive Committee if deemed appropriate by the Board, and operate according to a set of terms of reference established by the Board. Task forces may include, and may be led by Board members or other Partners.

## **2.7 Sub-Regional Networks**

Sub-Regional Networks (SRNs) are the mechanisms used to facilitate and support Partner coordination within sub-regions and countries. SRNs aggregate the needs and issues of the countries in their sub-region, and help countries coordinate timely and high-quality support by RBM Partners. SRNs are networks of RBM Partners supported by a focal point, who reports into the RBM Secretariat and is hosted by a Partner organization in the appropriate geography.

There are two SRNs in operation, and two in development:

SRNs in operation:

- East African Regional Network (EARN), hosted by UNICEF in Nairobi, Kenya
- West African Regional Network (WARN), hosted by UNICEF in Dakar, Senegal

SRNs in development:

- South African Regional Network (SARN)
- Central African Regional Network (CARN)

### **3. RBM Partnership processes**

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#### **Processes fundamental to the operations of the Partnership**

##### **3.1 Setting annual Partnership priorities**

Each year, based on the Partnership's strategic plan and the progress within the malaria community, the Partnership sets its annual priorities for the following year. The priorities establish areas in which the Partnership should focus its efforts and are used by RBM Partnership bodies as a starting point for their respective workplans.

The process for setting the Partnership's annual priorities begins in January of the prior year, and takes place as follows:

##### January

- Secretariat solicits input from on annual priorities from Partners via Working Groups and SRNs
- Executive Committee develops survey of Partnership and Secretariat performance to be sent to all RBM Partners

##### February

- Secretariat sends survey to all RBM Partners
- Secretariat develops its suggestions for annual Partnership priorities

##### March

- Secretariat synthesizes Partner input and survey results and formulates recommendation on annual Partnership priorities

##### April

- Executive Committee reviews recommendations on annual Partnership priorities and edits as desired

##### May

- Executive Committee and Executive Director propose annual Partnership priorities to the full Board
- Board approves or modifies proposed priorities, thereby establishing RBM annual priorities for the following calendar year

##### **3.2 Workplan and budget development**

Based on the Partnership priorities established by the Board, the Secretariat coordinates and supports the development of workplans & budgets to present to the Board for its approval. The process begins in May of the prior year after the Board establishes the Partnership's annual priorities, and takes place as follows:

#### May-June

- Secretariat, Working Groups and Sub-regional networks (SRNs) begin developing high-level workplans and budgets, based on the Partnership's annual priorities

#### July

- Working Groups and SRNs submit their high-level workplans and any budget requests to the Secretariat
- Secretariat synthesizes workplans and budgets
- Secretariat presents high-level workplan and budget to the Executive Committee (EC) for their review on two dimensions to:
  1. ensure proposed activities are aligned with Partnership priorities
  2. provide a check on whether budget will be available for proposed activities

#### August

- Working Groups, SRNs and Secretariat refine workplans & budgets based on EC feedback

#### September

- Secretariat synthesizes workplans & budgets
- EC conducts final review of proposed workplan & budget

#### November

- Working Groups present their workplans to the Board for its endorsement
- Secretariat presents its (and SRNs') workplan and the aggregated Partnership budget to the Board for approval

Tracking and communicating progress takes place as follows:

#### Secretariat

- The Secretariat is responsible for tracking progress against its workplan
- The Secretariat provides updates on its progress against its workplan during each Executive Committee and Board meeting with a full presentation during the November Board meeting.

#### Working Groups

- The respective Secretariat focal points help Working Groups track their progress
- Each Working Group shares progress against its workplan at the November Board meeting.
- Working Groups may also provide a written update on progress for the May Board meeting, if they or the Board so desire

#### SRNs

- The respective Secretariat focal points help SRNs track their progress

### **3.3 Funding the Partnership budget**

The Executive Committee is responsible for securing the funding for the Board-approved RBM Partnership budget from the organizations represented on the Board, and other organizations within each RBM constituency. Resource mobilization principles and strategy are determined by the Executive Committee as a whole; with one member from each RBM constituency eligible to serve

on the EC, fundraising efforts within individual constituencies should be led -- when possible -- by the EC member from that constituency. When appropriate, the Executive Committee should also mobilize resources from the broader community of current and potential donors.

The Secretariat supports the fundraising process by identifying potential sources for new or expanded resources, and applying for grants for specific Secretariat programs. Prior to Board approval, the Executive Committee works to ensure parity between the budget and the funds to be available from donors by overseeing and providing feedback on the development of the workplan by the Secretariat.

### **3.4 Constituency communication process**

Board members are responsible for ensuring appropriate communication with their respective constituencies so all active RBM Partners are informed of Partnership activities and can participate in the agenda setting and decision making processes. As such, each Board member is responsible for the following communications:

In advance of EC meetings where Board agendas are discussed, each EC member is responsible for:

- Sending a call for Board agenda items and decision points to all members of their constituency
- Reviewing responses and synthesizing them into a constituency position
- Submitting items to the Executive Committee, and discussing as needed

In advance of each Board meeting, each EC member is responsible for:

- Sending out Board meeting materials (agenda and preparation materials and/or background reading) assembled and provided by the Secretariat, to all members of their constituency
- Scheduling a constituency preparation meeting (via teleconference or in person) to discuss Board agenda items and decision points and, where possible, reach constituency positions

After each Board meeting, each EC member is responsible for:

- Sending a recap of decisions taken and next steps (prepared by the RBM Secretariat) to each member of the constituency
- Highlighting implications and opportunities for the constituency (content of this communication not prepared by the RBM Secretariat)

Board members may also wish to send out additional communications, such as Partnership updates or constituency newsletters on a periodic basis.

The RBM Secretariat provides significant support to the constituency communication process by:

- crafting communications intended for wide distribution across constituencies (it is the responsibility of Board members, or the constituencies' designated focal point, to craft constituency-specific communications)
- keeping a communication calendar and sending reminders to each Board member
- arranging for constituency teleconferences
- making meeting space available for constituencies to hold preparation meeting in advance of every Board meeting

## Processes needed on discrete occasions

### **3.5 Process for approving ad hoc Secretariat activities**

While most of the Secretariat's activities are included in the annual workplan, the Secretariat may occasionally need to add to or alter its planned set of activities. The process for approving ad hoc activities is outlined below:

1. Executive Director receives request from a Partner or Partnership body for the Secretariat to perform an activity outside of the scope of the existing workplan
2. Executive Director brings request to Chair of the Executive Committee with the associated budget implications and a recommendation as to whether the Secretariat should perform this activity
3. The Executive Director presents that recommendation to the full Executive Committee for its approval
  - If a decision is needed before the next planned EC meeting, a teleconference of the Committee is convened by the Executive Director and EC Chair

No ad hoc activity can be approved by the Executive Committee if funding is not available. Unless the EC decides to remove an existing activity of the Secretariat, in order to release previously committed funds, no un-funded ad hoc activity may begin until additional funding has been raised.

### **3.6 Board member selection processes**

The Partnership utilizes simple transparent processes for selecting new Board members. The process is monitored and supported by the RBM Secretariat, but led by each constituency. The RBM Secretariat tracks the term expiry for all Board members and work with current Board members to initiate the process of selecting new Board members.

#### Private Sector, Foundation, NGO and Academia & Research constituencies

Throughout year

- RBM Secretariat maintains email distribution list for each constituency

16-18 weeks prior to Board term expiry

- RBM Secretariat (or a designated constituency focal point) sends to the constituency and posts on the RBM website a call for nominations, including:
  - Roles and responsibilities of individual Board members
  - Date of next scheduled Board meeting
  - Nomination package, which requires nominees to provide (per RBM bylaws):
    - Declaration of interest from nominated individual
    - Statement of support from his/her organization (financial and otherwise)
    - Curriculum Vitae that specifies experience in activities relevant to the Partnership
  - Date and logistics for discussion of nominees

10-12 weeks prior to Board term expiry

- Nomination deadline -- nominations are collected by either the RBM Secretariat or the designated constituency focal point
- Secretariat provides the names and nomination packages for nominees to the constituency via email and posted on RBM website

6-8 weeks prior to Board term expiry

- Either RBM Secretariat or designated constituency focal point convenes a meeting of the constituency to discuss the nominees
  - Teleconference is established to enable wide participation
- In-person meeting is arranged in Geneva, or other central location, if constituency desires
  - A portion of meeting is spent asking questions of nominees and a portion should be spent discussing their nominations in their absence.

4-6 weeks prior to Board term expiry

- Board members are selected, with one vote per institution
- Note: voting process can take place at end of nomination discussion meeting or subsequently by email after the nomination discussion, as desired by the constituency
  - If consensus is desired, selecting Board member(s) at the end of the nomination discussion is recommended

4 weeks prior to Board term expiry

- RBM Secretariat announces name of Board member to constituency and to other Board members
- RBM Secretariat sends new Board member “welcome package”
  - Partnership Handbook
  - Notice of next Board meeting
  - Pre-reads and decision points of prior two Board meetings
  - Copies of current Strategic Plan and annual Partnership priorities
  - Current Secretariat and Working Group workplans

It is the responsibility of the constituency to determine the level of Secretariat support required throughout the process.

### OECD donor countries

Because there are a small number of OECD donor countries that account for the bulk of direct malaria aid, the three OECD donor country seats are allocated to the largest providers of that aid. OECD donor country Board members serve two-year terms just as all other Board members.

The determination of which countries are the largest contributors of direct malaria aid is made every two years by the RBM Secretariat, in consultation with the OECD Development Assistance Committee, using OECD Official Development Assistance figures.

The RBM Secretariat maintains the responsibility for constituency communication with other members of the OECD constituency on behalf of the OECD Board members.

Every two years, the Partnership re-assesses whether this is, in fact, the appropriate representation model or if the OECD constituency should revert to a similar constituency representation model as the Private Sector, Foundation, NGO and Academia & Research constituencies utilize.

### Malaria endemic countries

Malaria endemic countries are represented on the RBM Partnership Board by a member selected by existing regional mechanisms. These regional mechanisms allow for a high level of constituency communication and ensure comprehensive representation.

The RBM Secretariat works with the Secretariats of individual regional groups five months in advance of Board term expiry to ensure a new Board member is selected (or an existing Board member's term is renewed).

In Africa, the regional mechanisms used are:

- CEMAC – 1 seat – representing Central Africa
  - Also representing the Francophone countries of Burundi and Rwanda
- SADC – 1 seat – representing Southern Africa
- IGAD – 1 seat - representing Eastern Africa, the horn of Africa and Sudan
- ECOWAS – 2 seats – representing West Africa
  - 1 seat for Anglophone countries
  - 1 seat for Francophone countries

Existing regional groups in South Asia, Southeast Asia and South / Central Americas are being determined by the Secretariat in consultation with endemic countries in those regions, and may include:

- Southeast Asia - ACT Malaria
- South Asia – SAARC
- South / Central America – PAHO

### **3.7 Process for forming new Working Groups**

The Partnership utilizes a simple, transparent process for forming new Working Groups.

1. Board establishes need for Partnership alignment on a specific issue or set of issues
  - Partners suggest need for alignment on particular issue or need for new Working Group
  - Board deliberates and determines whether alignment is needed
2. Board determines whether an existing Working Group can be utilized
  - Board consults with Secretariat & current Working Group Chairs
  - Reviews Working Groups' TORs
3. If an existing Working Group *cannot* be utilized, Board forms Task Force of interested Partners to recommend TORs and workplan of new Working Group
  - Determines desired Working Group outputs
  - Determines expertise needed on Working Group
  - Proposes TORs and first workplan

- Proposes Working Group membership and Co-Chairs
- 4. Board (or, on authority granted by the Board, the Executive Committee) approves the formation of new Working Group and first workplan
- 5. If an existing Working Group *can* be utilized, the Board informs the existing Working Group of any new activities or deliverables required and requests an update the Working Groups TORs as needed.

### **3.8 Process for reviewing mandate of Working Groups**

Working Groups are established for an indefinite period, unlike Task Forces whose mandates are time-limited. However, based on deliverables, Working Groups may not need to operate indefinitely. As such, at the November Board meeting each year, the Board and respective Working Group Chairs evaluate whether each Working Groups should a) continue operating “as is”; b) change its Terms of Reference; or c) be dissolved.

Working Groups continue operating “as is” if:

- The TORs in place reflect a mandate supported by both the Board and Working Group
- The Working Group is active, with engaged co-chairs and the requisite Partner expertise and participation to fulfill its agreed-upon TORs
- The Working Group has developed a workplan for the following year with clear objectives and deliverables
- The Working Group is able to mobilize the financial support required to fulfill its planned activities

If these criteria are not met, the Board may choose to revise Working Group TORs or dissolve select Working Groups.

## Appendix A

### Roles, responsibilities and decision rights of RBM Partnership bodies, RBM Partners and individual Board members

#### A.1 Roles and responsibilities of the RBM Board

Roles	Responsibilities	Decision Rights
Set direction of Partnership	<p>Approving Strategic Plans</p> <p>Ensure Partnership achieves objectives outlined in Plans</p> <p>Determine when new Plans are required</p>	<p>Content of Plans</p> <p>Timing of new Plan creation</p> <p>Establishment of Partnership priorities</p>
Approve Partnership workplans & budgets	<p>Ensure that no Board-approved mandates go unfunded</p> <p>Review Secretariat performance and performance appraisal</p>	<p>Approval of Secretariat workplan and Partnership budget</p> <p>Hiring of Executive Director</p>
Approve advocacy efforts	Establish advocacy goals, objectives & priorities for Partnership	Adoption of Partnership advocacy strategies
Ensure Partner coordination & alignment	Provide high-level direction and objectives to Working Groups; review progress periodically	<p>Establishment of TORs for Working Groups</p> <ul style="list-style-type: none"> <li>• Endorsement of WG workplans and outputs</li> </ul>

#### A.2 Roles, responsibilities and decision rights of the Executive Committee

Roles	Responsibilities	Decision Rights
Set Board agenda and decision points	Review suggested agenda items proposed by Secretariat, WGs, SRNs, task forces and Board Committees and decide on items for Board agenda	Board agenda and decision points
Guide and oversee workplan and budget for Partnership bodies	<p>Provide oversight and guidance to Secretariat in workplan development</p> <ul style="list-style-type: none"> <li>• Ensure workplans aligned with Partnership priorities</li> <li>• Ensure proposed budgets are in line with donor expectations</li> </ul> <p>Secure funding for approved budget</p> <p>Review / monitor progress against Secretariat workplan; provide guidance and consultation</p>	None
Review progress against deliverables	Review / monitor progress against Secretariat workplan; provide guidance and consultation	None

Make time-sensitive decisions on how RBM will respond to external events	With Executive Director, decide on appropriate Partnership responses to externalities	Partnership response to externalities needed between Board meetings
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A.3 Roles, responsibilities and decision rights of the RBM Secretariat

Roles	Responsibilities	Decision Rights
Operate the Partnership	Perform activities and execute deliverables within Board-approved Secretariat workplan	Hiring of Secretariat personnel
Facilitation	Support Partners in strategy implementation, priority identification, and Partner harmonization at global, regional and country level  Facilitate communication and exchange of learnings within and between Working Groups & SRNs; assist in planning processes and monitor progress vs. deliverables	Allocation of resources between initiatives within Board-approved workplan  Timing and prioritization of Partnership initiatives within Board-approved workplan
Communication & advocacy	Design & implement advocacy and communication strategies	Only those specifically granted by RBM Board
Administration	Develop and implement Secretariat workplan and budget <ul style="list-style-type: none"> <li>• Support development and synthesis of Working Group workplans</li> </ul> Facilitate meetings of RBM Board, Working Groups and Committees	None

A.4 Roles, responsibilities and decision rights of Working Groups

Roles of individual Working Groups will differ, depending on their mandate, and should be reflected in each Working Group's TORs

Roles	Responsibilities	Decision Rights
<p>Generate alignment among Partners on complex strategic issues</p> <ul style="list-style-type: none"> <li>• Approaches, mechanisms and best practices</li> <li>• Coordinated, implementation support</li> </ul>	<p>Contribute to Partnership planning and annual priority setting process</p> <p>Develop annual workplan with deliverables and timeline each year</p> <ul style="list-style-type: none"> <li>• Based on TORs, and RBM annual priorities</li> <li>• As part of Partnership workplanning &amp; budgeting process managed by the Secretariat</li> <li>• Highlight any requests for Partnership funding to RBM Secretariat</li> </ul> <p>Present annual workplan as well as outputs and deliverables to RBM Board for endorsement</p>	<p>Content of outputs presented to the Board</p>

A.5 Roles, responsibilities and decision rights of Sub-Regional Networks

Roles	Responsibilities	Decision Rights
<p>Facilitate and support Partner coordination within regions and countries</p>	<p>Facilitate identification of implementation barriers within countries</p> <p>Understand needs of countries from all levels</p> <ul style="list-style-type: none"> <li>• MOH</li> <li>• NMCP</li> </ul> <p>Ensure Partnership consensus statements are disseminated to and utilized within countries</p> <p>Work with Implementation Support Working Group to coordinate timely and high-quality support to countries provided by RBM partners</p>	<p>None</p>

A.6 Roles, responsibilities and decision rights of all RBM Partners

Roles	Responsibilities	Decision Rights
Provide input into the strategic orientation of the Partnership	Provide input (via Working Groups and SRNs) to shape Partnership strategy and priorities	None
Debate, endorse and adopt the Global Strategic Plan	Review and comment on Strategic Plan (via Partners' Forum)	Adoption of Global Strategic Plan
Facilitate implementation of Partnership Plans and achievement of Partnership objectives	<p>Share and support a common vision and strategy centered on achieving targets at country level</p> <p>Support country-led plans</p> <p>Share info / expertise for development and scaling up of best practices</p> <p>Communicate and take account of each other's comparative advantages</p> <p>Harmonize action with other RBM Partners at the country level</p> <p>Promote the principle of partnership embodied by RBM within organization</p>	<p>None</p> <p>[RBM Partners maintain all decision making over institutional objectives and activities]</p>

A.7 Roles and responsibilities of individuals serving on the RBM Board

Roles	Responsibilities
Garner support and resources for RBM Partnership from within your institution	<p>Attend and actively contribute to all Board meetings</p> <ul style="list-style-type: none"> <li>• Alternates should only be used in extreme cases</li> <li>• An institution should only be represented by one individual during its term on RBM Board</li> <li>• Board members must review all preparation materials in advance of Board meetings</li> </ul> <p>Contribute to the governance of the Partnership outside of Board meetings (e.g., input into Partnership strategy, sitting on Committees, etc.)</p>
<p>Represent not just an institution, but the constituency</p> <ul style="list-style-type: none"> <li>• Applies to all except multi-laterals and OECD donor countries</li> </ul>	<p>Solicit constituency input on Board meeting agenda</p> <ul style="list-style-type: none"> <li>• Synthesize into one constituency position</li> </ul> <p>Consult with constituency before each Board meeting</p> <ul style="list-style-type: none"> <li>• Prepare constituency positions where possible</li> <li>• Represent broader interests where one position is not possible</li> </ul> <p>Debrief constituency on Board decisions and business of the Partnership throughout year</p> <ul style="list-style-type: none"> <li>• Serve as conduit for information between constituents and Partnership bodies (e.g., Secretariat)</li> </ul>

## **Appendix B**

### **Secretariat unit descriptions**

To be added, including the following information:

- Roles
- Processes (referenced in the handbook) for which the unit is responsible
- Other Partnership bodies to whom the unit is the primary link
- Topics or issues for which the unit should be contacted

**Executive Director's Office**

**Partnership Facilitation**

**Communication and Advocacy**

**Commodity services**

**Partnership development**

**Secretariat administration and management**

## Appendix C

### **RBM Partnership By Laws**

#### **1 Nomination of the Constituency's Board Members**

##### **1.1 Nomination of the Constituency representatives to serve on the RBM Partnership**

Rotating Board Members are representing concerns of their constituency engaged in rolling back malaria. Each constituency may raise issues for consideration by the Board, either through the Secretariat or through their Board representative.

Members are nominated by an appropriate consultation mechanism<sup>1</sup>, specific for each constituency, for a term of 2 years. The constituency can renew the appointment of their representative once for a second term.

Members will need to design and operate effective mechanisms to ensure adequate consultation and effective representation of their broader constituency's interests. In the case of those members representing endemic countries, the Secretariat will need to provide the financial and logistic support necessary to enable this. Whenever possible, regional or global existing consultation mechanisms should be used for the designation of board members or their alternate. These processes should be described by each constituency and be easily available to the public at large, resulting in a transparent appointment process. Such a procedure will enhance accountability of Board members to their constituency.

##### **1.2 Alternate**

To ensure effective representation at Board meetings, each constituency also nominates an Alternate Board member. Alternate Board Members shall have the same rights, privileges and responsibility as Board Members. Appointments of Board Members and Alternate Board Members will be confirmed in writing delivered at the Secretariat at the time of such appointment, preferably at least two weeks prior to a scheduled Board meeting.

##### **1.3 Replacement**

Before each replacement, the Board should agree on an overall assessment of the ideal balance of diversity and expertise being sought in the new member. These criteria for selection should be explicit and made available on RBM website. An invitation notice shall be published and include the following details:

- Announcement of the forthcoming vacancy and timing of selection process
- Description of core responsibilities of RBM Board members selection criteria
- Invitation for nominations by constituency at large supported by:
  1. details of commitment to strengthen networks and to contribute to RBM Partnership objectives;
  2. CV of an individual

The outgoing Board member is primarily responsible for the briefing of the incoming new member thus ensuring a seamless handover of pending issues

#### **2 Terms of Reference of the Partnership Board**

The Roll Back Malaria Partnership Board will:

- Approve the Roll Back Malaria (RBM) Partnership Global Strategic Plan
- Review and approve the work-plan and budget of the RBM Partnership Secretariat.

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<sup>1</sup> Annex I to the By Laws

- Mandate RBM Partnership Working Groups, review and endorse their recommendations and guidelines
- Mobilize resources to support the work of the RBM Partnership Secretariat
- Adopt and promote advocacy strategies
- Track progress of implementation of the RBM Partnership Global Strategic Plan
- Report regularly on outcomes of constituency consultations represented on the Board

### **3 Rules and Procedures of the Partnership Board**

#### **3.1 Accountability**

The RBM Partnership Board will be accountable to the RBM Partnership at large through the biennial meetings of the RBM Partners Forum.

#### **3.2 Meetings**

The RBM Partnership Board will have at least two regular meetings each year, at a date and venue to be decided by the Partnership Board. Between each meeting there will be a monthly Board telephone conference<sup>2</sup>. All necessary documentation will be circulated to all Board members electronically prior to teleconferences. Following teleconferences, draft minutes and additional documents will be circulated electronically to members. The final minutes of Board deliberations are publicly available on the RBM Partnership website.

#### **3.3 Working language**

The working language of the biannual RBM Partnership Board will be English and French. Simultaneous translation will be made available for the formal Board sessions. The working language of the Board Teleconferences will be English and French, according to preference by Board members. A summary translation will be provided by the Secretariat if requested by any Board member. Original documentation for the Partnership Board will be English with translations available in French.

#### **3.4 Decision process in the Partnership Board**

##### ***3.4.1 Voting system***

To the maximum extent possible, decisions of the RBM Partnership Board will be taken on the basis of consensus present or linked by teleconference where quorum exists. As a last resort, where clear decision is required and consensus is not achievable, the Board will vote on the issue on the basis of one vote for each Board member in attendance. The decision rests on simple majority and the chair will have a casting vote. Vote by proxy by another Board member of the same constituency is possible, if communicated to the Board Chair prior to the meeting / teleconference.

##### ***3.4.2 Quorum***

A Partnership Board meeting shall not be held unless two thirds of voting members have agreed in advance to participate and all constituencies indicate that they will be represented. A Partnership Board meeting shall not take place unless over one half of all confirmed members are present. This rule will apply to teleconferences as well as regular meetings of the Partnership Board

##### ***3.4.3 Voting Members***

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<sup>2</sup> at present last Wednesday of each month

Here below are listed the members and votes of those Constituencies which are represented on a rotating, two yearly basis:

- 7 seats, Malaria Endemic Countries
- 3 seats, OECD donors
- 1 seat, Foundations,
- 1 seat, Non Governmental Organisations
- 1 seat, Research and Academia,
- 1 seat, Private Sector

Here below are listed the members and votes of those Constituencies represented by appointed institutional representatives:

- 4 seats, Multilateral Development Agencies
  - 1 seat, World Health Organisation
  - 1 seat, UNICEF
  - 1 seat, World Bank
  - 1 seat, UNDP

The following are ex-officio permanent, appointed non-voting Members:

- Executive Director, The Global Fund to fight AIDS, tuberculosis and malaria
- Executive Secretary, RBM Partnership

#### ***3.4.4 Additional Delegates, Advisers, and Observers; Invited Guests***

In addition to Board Members and Alternates, constituency delegations to Board meetings may include additional delegates, advisers and / or observers, *provided, however*, that the total delegation per constituency will normally not exceed 10 persons, no more than 5 of whom shall be on the floor at any one time in case of space constraints.

Constituency members other than that Board Member or Alternate shall only have the right to speak or participate directly in the deliberations of the Board when doing so at the request of and in place of the Board Member or Alternate. Only one individual from a delegation, including the Board Member or Alternate, may speak per agenda item.

The Chair may invite guests to Board meetings at such times and for such purposes as he or she deems appropriate.

## **4 Election Procedure of Chair and Vice Chair of the Partnership Board**

### **4.1 Valid nominations**

To be valid, the nominations for new candidates for both positions must come from sitting Board members with voting rights, regardless of which voting group the Board member belongs to.

Nominees (candidates) for the position of Chair must be from the malaria endemic country constituency or from the NGO constituency, if from a developing country.

Nominees (candidates) for the position of Vice Chairperson must be from the multilateral development partners, OECD donor, research and academia, private sector, foundation or the NGO constituency (if not from a developing country).

## **4.2 Eligibility to cast votes**

Each voting member shall have one vote. The RBM Partnership Board members will select the Chair and Vice Chair of the RBM Partnership Board. Only Board members have the right to vote and to participate in formal Board deliberations unless specifically mandated as a replacement by the Board member of their constituency. Alternates may speak or cast votes when replacing the Board member.

In addition, other members of the delegation shall only have the right to speak or participate directly in the deliberations of the Board when doing so at the request of and in place of the Board member.

## **4.3 Quorum**

The Board quorum for the election of the chair and vice-chair comprises at least half of all confirmed Board members and all constituencies being represented.

## **4.4 Closed Session**

In its discretion, the Board may conduct its business in restricted session (members and alternates only).

## **4.5 Secret Ballot**

The Chair will propose to conduct an open ballot. The Board may decide to conduct a secret ballot without restriction.

## **4.6 Voting procedure**

### ***4.6.1 Announcement of nominations***

The Chair will announce the nominations received for Chair and Vice Chair of the Board. The Chair will invite the constituencies who have nominated candidates for the position of Chair and Vice Chair to formally propose their candidates. After each nomination, the Chair will ask the Board to second the nominated candidates.

### ***4.6.2 Election of the Chair and Vice Chair of the Board***

If there is only one candidate for each position, the Chair will propose the acceptance of both candidates by consensus. The Chair will request the candidates to leave the room. Their alternates will vote for the constituency the candidates represent. If there is no objection to the acceptance of both candidates, the Chair will call for a vote and members will be asked to orally convey their vote for or against the motion to elect the candidates to each position.

If there are no objections, the candidate will be elected by consensus. If unanimity is not possible, the motion will be carried by majority vote. Candidates Chair and Vice-Chair may vote in each other election if not represented by the constituency alternate.

If there is more than one candidate for the position of Chair or vice-Chair, all the candidates will be asked to leave the room. Their alternates will vote for the constituency the candidates represent. The Board will be invited to voice objections to any of the candidates. The Chair will then ask the Board members to orally cast their vote for Chair, candidate by candidate in alphabetical order of the surnames of the candidates. Candidates Chair and Vice-Chair may vote in each other election if not represented by the constituency alternate.

The Chair will ascertain which candidate has achieved the two-thirds majority required by the voting procedure. If a majority has been attained for one candidate, the motion will be carried by majority vote. The Chair will then announce the results of the election and the candidates will be invited back into the room.

If the motion is not carried, the Chair will immediately call for a second round of voting. The same procedure as above will be followed.

If the motion is still not carried the Chair will announce a thirty minute break after which the election for Chair will resume with, if necessary, two more rounds of voting. This process will continue until a result is achieved, or a Board member proposes a new round of nominations.

#### ***4.6.3 Terms of Chair and Vice Chair***

The term of office for the Chair and Vice Chair will start the meeting after the one in which they are elected. The term will last for a minimum of a 12 month period.

### **5 Committees of the Board**

#### ***5.1 Mission***

Committees of the Board, including an Executive Committee and Sub-Committees may be established by the Roll Back Malaria Board at any time to further aspects of the Board agenda between Board meetings. All such committees will report to the Roll Back Malaria Board, and will operate according to terms of reference established by the Board.

#### ***5.2 The Executive Committee***

An Executive Committee may be established by The Roll Back Malaria Partnership Board and will operate according to terms of reference established by Board. The Board may grant the Executive Committee decision making authority on behalf of the Board on specific issues or initiatives, as laid out in the Executive Committee's terms of reference. Membership on Executive Committee will be determined by the Roll Back Malaria Partnership Board. The Board chair may serve as the chair of the Executive Committee and appoint a vice chair, or may appoint a chair and vice chair to serve in his/her stead.

#### ***5.3 Sub-Committees***

Sub-committees may be established by the Roll Back Malaria Board and will operate according to terms of reference established by the Board. The Board may appoint a chair and vice chair of a Sub-committee or allow the Sub-committee to nominate its own chair and vice chair. Membership on Sub-committees will be determined by the Roll Back Malaria Partnership Board.

### **6 Working Groups**

#### ***6.1 Mission***

Working groups are expected to:

- synthesise and build consensus on complex strategic issues concerning scaling up implementation of policy;
- ensure dissemination of consensus statements to subregional networks;
- advise the Partnership Board on best practices for going to scale with evidence-based interventions;
- update strategic frameworks regularly;
- develop and promote implementation of Working Group work-plan;
- finalize and clear documents before they go on RBM website;

- provide ad hoc guidance to sub regional networks;
- coordinate with other global initiatives;
- promote use of consensus statements by its membership;
- backstop subregional networks, through Secretariat coordination, for provision of programmatic assistance to country partnership

## **6.2 Functioning**

Working groups shall meet twice a year, and operate as a virtual network between meetings. Membership of the virtual network will be open to all interested constituencies and their members. A programme of work for a 12 month period will be developed and communicate to the Secretariat. Working Groups may function only when a majority of members is present. The working group will propose to the Board a chair and co-chair from amongst its membership. The Board Chair or Vice-Chair shall present the candidate to the Board for ratification. Decisions will be taken at simple majority of those present. Decisions made by the Working Groups would be ratified by the Board for implementation by the secretariat.

## **7 Subregional networks**

The main purpose of the Subregional Roll Back Malaria Networks (SRNs) is to identify with countries of the subregion implementation barriers and to coordinate timely and high quality country support provided by RBM partners. They ensure that each country's views and needs drive planning whilst helping partners to pool and coordinate resources to ensure multidisciplinary expertise is available to countries in a timely manner. They also help to ensure that global consensus statements and policies are clearly and quickly disseminated, so that countries have the information to adopt the most effective packages of malaria control possible.

Four SRNs are planned in Africa, with two currently fully operational (Western and Eastern Africa, WARN and EARN respectively) and two in the process of finalising their structure and terms of reference (South and Central Africa, SARN and CARN). All four have permanent focal points who manage coordination of partner efforts.

The example of EARN will serve as a template for structuring other SRNs.

- EARN is open to all interested partners working to achieve malaria control, with partners asked to accept a statement of principles outlining the vision of EARN on malaria control efforts for the sub-region. (This statement will be submitted for final approval at the December 2004 EARN meeting.)
- The Terms of Reference adopted by EARN requires a core team of 5 persons, elected by all EARN partners from the partnership at large, which provides regular backstopping to countries via country visits, sponsored forums and teleconferencing.
- The EARN core team meets quarterly with its sub-regional constituents, with the last meeting of each year doubling as the annual planning meeting for the forthcoming year. Both technical support activities and plans for systematic backstopping are included in the SRN workplan, as well as the SRN's own activities to expand and promote RBM linkages with other sub-regional groupings, such as economic, trade and political entities.
- Once a workplan and budget is adopted by the SRN partners, the SRN Focal Point sends the budget to the RBM Secretariat for funding.
- Tracking of progress against the plans submitted by SRNs is the mandate of the Partnership Secretariat hosted by WHO/Geneva.

EARN's organizational model may also be adopted, with revisions, by CARN. WARN and SARN currently use temporary teams of partner representatives to provide backstopping and technical support, rather than an elected core team. However, all four SRNs will use the system of annual planning meetings to develop a budgeted workplan, which shall be sent by the SRN Focal Point to the Partnership Secretariat in Geneva for

funding. The need for further SRNs is being actively explored, especially for the Asian Mekong Sub-Region, the Caribbean and in South and Central America.

## **8 Description of Secretariat operations**

The Board endorsed RBM Partnership Secretariat work plan addresses the following areas of work in support of RBM partnership governance mechanisms and support structures:

- country support development
- communication and advocacy
- finance and resources mobilisation, including the Malaria Medicines and Supply Services domain
- partnership development and networking
- governance mechanism

The RBM Partnership Secretariat prepares the agenda for each session of the Partnership Board in coordination with the Chairman and Partnership Board members. Draft minutes, prepared by the Secretariat, will be distributed for comment by Members within seven days of the end of each Partnership Board meeting or conference call. Members will be given seven days to comment, after which a final draft of minutes will be distributed. These minutes will then be made publicly available on the RBM Partnership's website.

## **9 Amendments**

The Roll Back Malaria Partnership Board may amend the Partnership Bylaws, Partnership Operating Framework or any other Partnership document at any time according to the procedures in section 3.4 of the Partnership Bylaws.

## **Annex I**

### **1. Constituency operations**

The Selection Process facilitated by an appropriate consultation mechanism should describe:

- ❖ How the composition / membership of the Constituency is decided
- ❖ How the selection of the Board Member is organised. The Board member selection process shall be conducted by sending out a call for proposals, posted on the web and emailed to the constituency members. Any member shall be invited to nominate or be nominated. Nomination requires a declaration of interest, a statement of institutional support and submission of a *curriculum vitae* that specifically includes experience in relevant activities.
- ❖ How the selection from the pool of nominated candidates is conducted. A series of teleconferences shall be held to firstly agree by consensus on the process that would be used, the terms of service, etc.

Alternates are selected through a similar process as described above for Board members.

### **2. Constituency Organisation and Communication**

Board members, Alternates and constituency Board observers are expected to identify mechanisms that will ensure continuous feedback to and from constituencies with their elected representatives and alternates. The agenda of each biannual Board meetings will include a report on content of constituency deliberations and recommendations to the Board.

Board members, Alternates and constituency Board observers will be the spokespersons and advocates in promoting RBM Partnership Board recommendations amongst other members of their constituency.

## Appendix D

### **RBM Partnership Operating Framework**

#### **1 Vision**

The Roll Back Malaria partnership's vision is that by 2015 Malaria is no longer a major cause of mortality anywhere in the world and Millennium Development Goals (MDGs) are achieved; that progress in malaria control is maintained by continued investment, strong surveillance and by incorporating malaria control into all relevant multisectoral activities.

#### **2 Mission**

The Roll Back Malaria partnership's mission consists in delivering the most effective prevention and treatment to those suffering most from malaria and to promote use of these interventions.

#### **3 Objectives**

The main objective of the Roll Back Malaria (RBM) partnership is the scaling up of interventions at country level to ensure wide spread coverage, particularly to population groups most vulnerable – those most at risk of malaria, pregnant women and young children, people living with HIV/AIDS and those with poorest access to services. RBM will make use of innovative strategies to reach populations not normally covered by malaria or other health programs. It will work as a movement, promoting public-private partnerships.

#### **4 Strategic Approaches<sup>3</sup>**

The Roll Back Malaria partnership will address both, the short term scaling up of interventions and the long term delivery strategies to reach the poorest and sustain high coverage. It advocates for long term increased investment in malaria as part of increased investment in health. It requires the coordinated efforts of a partnership of public sector, private sector and civil society bringing their different strengths to tackle the problem of malaria from all sides. The Roll Back Malaria Partnership together needs to ensure that:

- ❖ by 2005 coverage of recommended treatment and prevention measures increases significantly towards achieving the Abuja Targets.
- ❖ by 2010 there is access by all at risk to recommended treatment and appropriate prevention measures to reduce malaria mortality.
- ❖ by 2015:
  - Communities' awareness and demand for appropriate malaria control is high, and drives access to high quality interventions for all vulnerable populations.
  - Effective malaria control interventions reach the poor, and are fully incorporated into health and development policies, strategies and programmes.
  - Public, private and civil society partners bring their different strengths to the partnership to achieve and maintain high coverage.
  - Research ensures effective tools and delivery systems are continuously available

#### **5 Partnership**

RBM partnership's mission shall be achieved by an engagement of all partners to act jointly rather than independently. This is due to the fact that:

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<sup>3</sup> The Roll Back Malaria (RBM) Partnership Global Strategic Plan 2005 to 2015

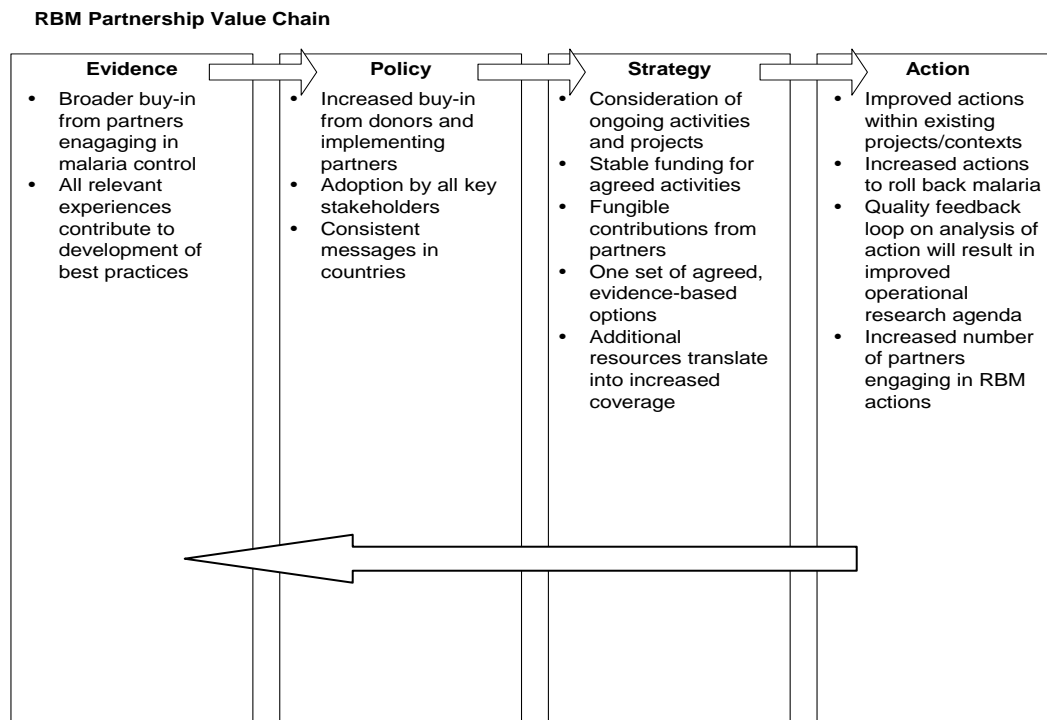
- ❖ The effective Rolling Back of Malaria requires a wide range of skills and capacity and many different kinds of resources (human, financial, systems) that are not available at sufficient scale in any single organisation.
- ❖ Those resources need co-ordination which may be missing when organisations act autonomously in so doing producing overlaps and gaps and reducing comparative advantages that limit both impact and cost-effectiveness. Co-ordination will allow the transparent engagement by all partners in addressing identified needs.
- ❖ A Partnership offers the prospect of a heightened level of accountability and responsibility of all partners, which is needed for achieving country agreed targets.
- ❖ For the RBM Partnership to sustain the required efforts towards the MDGs and beyond, malaria control needs to be integrated with other health development and in the wider development agenda, where often the same partners also have expertise, resources, and ongoing collaboration.

## 6 Partners duties: Key Roles and Responsibilities

Partners are considered all entities subscribing to the RBM objectives and agreeing on implementing the Partnership's Global Strategic Plan 2005 to 2015 and adopting the following principles:

- ❖ Share and support a common vision and strategy centred on achieving targets at country level;
- ❖ Communicate and take account of each other's comparative advantages,
- ❖ Promote cohesion on RBM within their organisations and compatibility between corporate objectives and partnership objectives.
- ❖ Share information and expertise for development and scaling up of best practice
- ❖ Be flexible – be ready to change in the light of changing needs and monitoring of the performance of the partnership and individual partners

**Figure 1: RBM Value Chain across planning cycle**



## 7 Operating Structure

The RBM partnership is based on a structure which is composed of the following governance bodies:

- *National Co-ordination mechanism*
- *RBM Partners Forum*
- *RBM Partnership Board*

and the following support mechanisms:

- *Country level support mechanism*
- *Working Groups*
- *Sub-regional networks*
- *Secretariat*

The different governance bodies and support structures are summarised in the table below. In the table is also included as a support mechanism the RBM Secretariat that at all levels serves the partnership.

Level	Governance structure	Secretariat/Support Structures
Global	Partners Forum Board	<ul style="list-style-type: none"> <li>• Secretariat Global Office hosted by WHO HQ</li> <li>• Working Groups/Networks</li> </ul>
Regional		<ul style="list-style-type: none"> <li>• Secretariat post hosted by WHO AFRO</li> </ul>
Sub-regional		<ul style="list-style-type: none"> <li>• Sub-regional mechanisms</li> <li>• Secretariat staff at this level</li> <li>• Sub-regional networks of organisations able to offer technical assistance</li> </ul>
Country	Country Partnership structures	Mechanisms as determined by country partnership

### 7.1 Governance bodies

#### 7.1.1 *National Co-ordination Mechanism*

The RBM Partnership promotes context-specific mechanisms for country level partner co-ordination and under government stewardship. Arrangements must be locally led and designed around existing structures and capacity - in the context of cross-sectoral and health sector policies, strategies and plans. National mechanisms have to develop common strategic and implementation plans and include partners' commitment and accountability systems. Regular review and planning meetings with all partners shall be held. Sub-committees & working groups may be created to deal with technical issues. Gaps in capacity and resources at country level shall be identified to be referred to the global partnership for response.

#### 7.1.2 *RBM Partners' Forum*

The Forum is an assembly of all constituencies of RBM partners and is the ultimate coordinating body of the Partnership. The RBM Partner's Forum is the venue for the RBM Partnership Board to report back to all RBM constituencies<sup>4</sup> on achievements and challenges and for the RBM constituencies to provide input into the strategic orientations of the Partnership, in so doing ensuring that the Forum does provide a mechanism for all partners to account to the partnership. The RBM Partners Forum recognizes at least seven broad constituencies engaged in rolling back malaria<sup>5</sup>. The RBM partners forum is not a decision-making body. The

<sup>4</sup> Ref : Art 1 of By Laws

<sup>5</sup> The following constituencies are currently represented in the RBM Partnership Board: malaria endemic countries, multilateral development partners, OECD donor countries, research and academia, the private sector, non governmental organisations, foundations and the Global Fund

Forum takes place every two years, but the frequency of the meetings can be adjusted as appropriate. It meets to debate, endorse, and adopt the RBM long-term vision and goals, and to appraise progress.

The main functions of the Forum are:

- ❖ to endorse the Roll Back Malaria (RBM) Partnership Global Strategic Plan
- ❖ to review overall progress made on the global RBM strategy towards outcomes and impact targets in order to reinforce commitment at highest levels by partners
- ❖ to review the RBM Partnership Board's progress report and to recommend follow-up actions to the RBM Partnership Board
- ❖ to reinforce political commitment at all levels.

The RBM Partnership Board is responsible for preparing the agenda, reporting on the deliberations of the Forum, clearing reports with the chairperson and disseminating the reports to the RBM Partnership as a whole and to the public at large. While the Forum provides global review and recommendations, it delegates to the Board the identification of specific actions required for the implementation of the RBM Partnership's mission.

### ***7.1.3 The Roll Back Malaria Partnership Board***

The Roll Back Malaria Partnership Board provides the mechanism for more frequent decision-making and accounting for progress by the RBM Partnership. By being inclusive in ensuring adequate representation of the various constituencies required to roll back malaria, it seeks to maximize the contribution of RBM partners to implement the Roll Back Malaria (RBM) Partnership Global Strategic Plan and to achieve a substantial reduction in the burden of malaria and to progress towards the Millennium Development Goals. The Partnership Board's main functions are: a) to provide guidance to the Roll Back Malaria Partnership Global Strategic Plan, b) to ensure increased support at country level through the active engagement of the wider partnership, c) to advocate for resources to match needs and d) to provide guidance to the RBM Partnership Secretariat and its work plan. Terms of reference and operating procedures of the board are described in the By Laws <sup>6</sup>

### ***7.1.4 RBM Partnership Board Subcommittees***

The RBM Partnership Board may task subgroups of members to take on specific activities or responsibility for resolving specific issues between meetings as a means of expediting their work. The following ad hoc and standing Board subcommittees have been created: "RBM Partners Forum V", "Secretariat Resource Mobilisation".

### ***7.1.5 Chair of the Partnership Board***

Members of the Partnership Board shall elect a chair and vice-chair from amongst its representatives by nomination and acceptance by consensus. Officers so elected shall serve for a period of one year, subject to renewal. The election procedures for Chair and Vice-chair are outlined in the bylaws <sup>7</sup>

### ***7.1.6 Implementation of the work plan***

The Board will delegate extensively to its Executive Secretary which will implement the Secretariat work plan within broad guidelines set by the Board.

The tracking of the RBM Partnership's progress in implementing the RBM Global Strategic Plan 2005 - 2015 will occur through the transparent engagement of partners into the plan and the regular reporting by partners on achievements to the Partnership Board and the RBM Partners Forum. The RBM Partnership Board identifies the most appropriate mechanism for regular progress reporting.

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<sup>6</sup> Ref: Art 2 and 3 of By Laws

<sup>7</sup> Ref: Art 4 of By Laws

## 7.2 Support mechanisms

### 7.2.1 *Support for National Coordination Mechanisms*

There is a need to strengthen support for coordination amongst country health partners, in particular those engaged in the RBM Partnership at country level. The identification of support need is to be led and designed locally, with support from other levels as appropriate for the country context and capacity and the stage of policy development and implementation. There are two aspects to country level support: high-level advocacy work on securing and maintaining political commitment from partners, and programmatic support to facilitate and co-ordinate joint planning and implementation, in particular with regard to Global Fund supported programs. In some instances, mechanisms and human resources will already be in place, and may or may not need strengthening. In other instances, there may be an expressed need for additional human resources to be made available to the national coordination mechanism.<sup>8</sup>

### 7.2.2 *Working Groups*

At the global level, Working Groups<sup>9</sup> synthesise and build consensus on complex strategic issues concerning scaled-up implementation of policy, ensure dissemination of consensus statements to subregional networks, and advise the Partnership Board on best practices for going to scale with evidence-based interventions. Working Groups may be mandate to function for short or medium-term assignments, depending on the nature of the topic. They are task oriented and delivering outputs specified in Board approved TORs. Their membership is drawn from the wider partnership at all levels and operates as a virtual network between meetings. The work plan of Working Groups identifies the short, medium and long term actions and identify capacity gaps in the partnership's ability to reach milestones. This mechanism provides guidance to partners in identifying their comparative advantage and allows their transparent engagement. The mission and functioning of working groups is described in the By Laws<sup>10</sup>.

### 7.2.3 *Sub-regional networks*

The main purpose of the Subregional Networks (SRNs) of RBM partners is to coordinate timely partners support to countries regarding technical, operational and systemic issues and support acceleration in the scaling-up of effective malaria intervention packages. RBM Partners engaged in SRNs have a regional or subregional institutional mandate for country support. They develop a joint work-plan responding to identified country capacity gaps. They ensure dissemination and promotion of RBM Working Group consensus statements<sup>11</sup>. Mode of operation are described in the By Laws<sup>12</sup>

### 7.2.4 *Secretariat*

The unified Secretariat operates at all level required (global, regional, sub-regional country). It is managed by a Board appointed Executive Secretary. The Executive Secretary is the global spokesperson for the RBM Partnership and manages the implementation of the Secretariat work-plan. The global secretariat is hosted by WHO HQ. Regional and Subregional Secretariat staff is hosted by different RBM partners. It co-ordinates and facilitates the RBM Partnership governance mechanisms and support structures. The Secretariat annual work-plan is recommended for implementation by the RBM Partnership Board. The mobilisation of resources required for the effective implementation of the workplan is supported by a standing Board

<sup>8</sup> from the recommendation of the sub-committee on RBM partnership at country level

<sup>9</sup> There are currently six Working Groups: Communications (CWG), Case Management (CMWG), Finance and Resource Mobilisation (FRMWG), Monitoring and Evaluation Reference Group (MERG), Malaria in Pregnancy (MIPWG) and Insecticide-treated nets (WIN).

<sup>10</sup> Ref: Art 5 of By Laws

<sup>11</sup> from the recommendation of the Sub-committee on RBM partnership at sub-regional level, March 2003

<sup>12</sup> Ref : Art 6 of the By Laws

work in progress

subcommittee. The RBM Partnership Secretariat is functionally accountable to the Board and administratively accountable to the hosting agency WHO.

Its operational functioning is described in the by laws<sup>13</sup>.

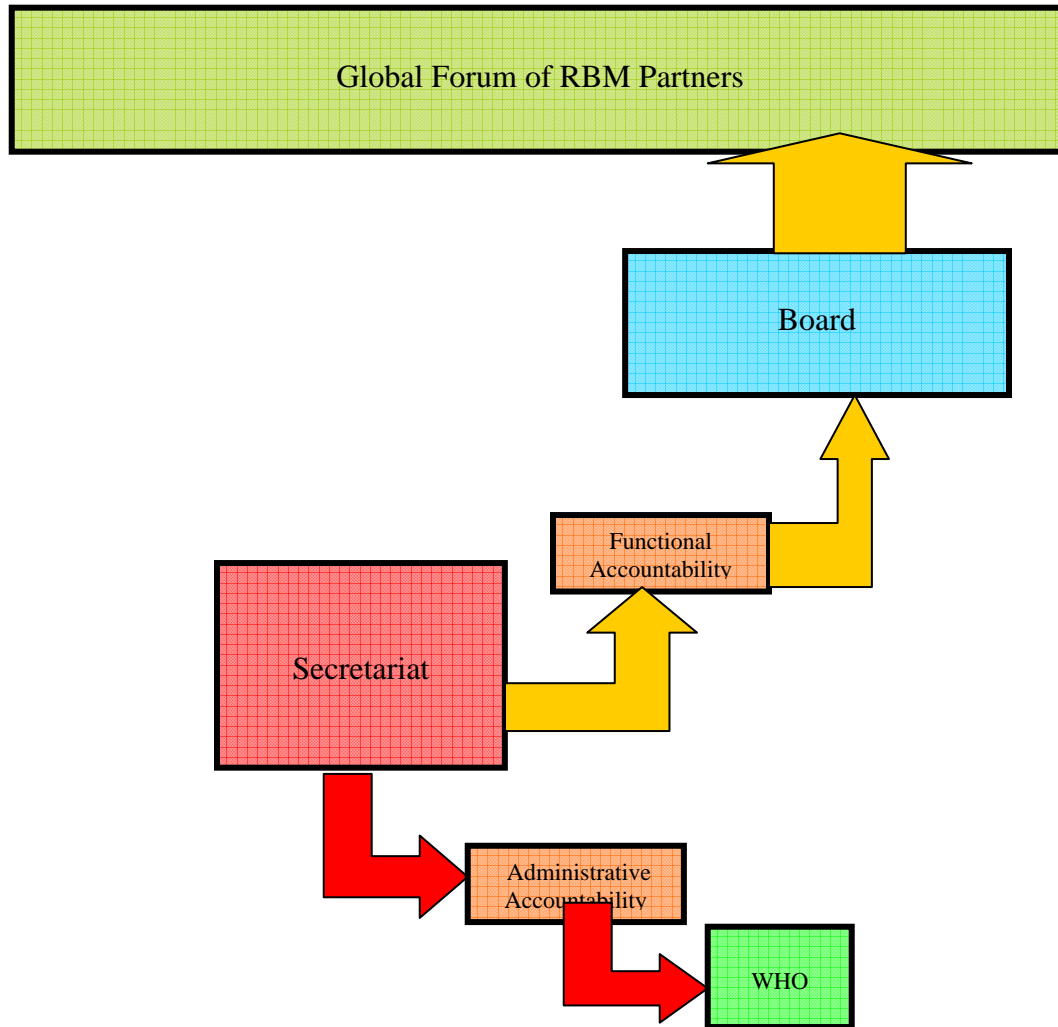
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<sup>13</sup> Ref: Art 7 of By Laws

Functional Accountability is defined as accountability for achieving objectives through implementation of approved strategies and work plans, and for appropriate use of resources provided by the partnership.

Administrative Accountability is defined as accountability for following the administrative policies and procedures of the host agency when relevant in the implementation of the Secretariat workplan.

Figure 1: Partnership Framework Lines of Accountability



## 7 Measuring Partnership Progress

The tracking of the RBM Partnership's progress in implementing the RBM Global Strategic Plan 2005 - 2015 is made possible through the transparent engagement of partners into the plan and the regular reporting by partners on achievements to the Partnership Board and the RBM Partners Forum.. The RBM partnership Board identifies the most appropriate mechanism for regular progress reporting.

## **Appendix E**

### **WHO-RBM Secretariat Memorandum of Understanding**

[To be added]