

## **The RBM Partnership in Transition: Improving Effectiveness at all Levels**

The Roll Back Malaria (RBM) Change Initiative was initiated by the RBM Partnership Board in November 2005 to improve the performance of the Partnership by:

- ▲ Enabling better channeling of Partners' efforts and resources
- ▲ Securing commitment from Partners to clear, joint objectives
- ▲ Improving the focus, capabilities, and funding strategy for the Secretariat
- ▲ Establishing consistent and effective leadership, governance, and processes

### **The Roll Back Malaria Partnership**

The Roll Back Malaria Partnership was established by WHO, UNICEF, the World Bank, and UNDP in 1998 to support partner efforts to reduce the impact of malaria worldwide. Today it is a forum where national, regional, international, and multinational agencies come together to share information and resources and to strengthen malaria control planning, funding, implementation, and evaluation.

The Partnership includes a broad range of stakeholders comprising malaria-endemic countries, their bilateral and multilateral development partners, the private sector, nongovernmental and community-based organizations, foundations, civil society, and research and academic institutions.

### **A new malaria environment**

Thanks to the Global Fund for AIDS, Tuberculosis, and Malaria, and initiatives such as those introduced in 2005 by multilateral, government, and philanthropic donors, resources available to fight malaria have greatly increased—creating the potential for a new era in malaria control and the possibility of closing the gap between pockets of success and achieving success at national scale in sub-Saharan Africa. Supporting the achievement of malaria burden reduction targets of malaria-endemic countries is paramount.

### **The call for change**

During the November 2005 RBM Partnership Board Meeting in Yaoundé, Cameroon, and at a subsequent meeting in Abuja, Nigeria, RBM Board members consistently communicated urgency about the crucial need to strengthen the RBM Partnership as a global body in which each partner has an important role to play. The Board recognized that increased resources, political commitment, and genuine momentum in many countries called for greater resolve for action and accountability for results. They also acknowledged the critical need to improve the effectiveness of the Partnership in order to strengthen country efforts to reach malaria control targets.

The RBM Board determined that the nature and role of the RBM Partnership should be clarified and reinforced through a re-engineering effort spanning the Partners, the Board, and the Secretariat.

### **Responding to the call**

Boston Consulting Group (BCG) is helping the RBM Board identify and address issues critical to the Partnership's success and is working with the Board to map a productive way forward. Phase I of the change initiative saw the development of a structure and work plan for the RBM change initiative. Subsequent phases include a detailed examination of the Partnership and how it functions, development of a plan to address critical challenges, and implementing the plan over time.

RBM Partners are actively supporting the change effort and implementation of recommendations stemming from it. Several partners are providing financial support.<sup>1</sup> And many RBM Board members are contributing ideas, feedback, and institutional resources.

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<sup>1</sup> Funding for the RBM Change Initiative is provided by the Bill & Melinda Gates Foundation, Private Sector Partners, the UN Foundation, DFID, USAID, UNICEF, and the World Bank Group

A refined organizational framework for the RBM Partnership and its Secretariat will ensure that partners have access to resources and services that improve their respective efforts to control malaria. Key characteristics are expected to include the following:

- ✓ Agreement on mission, vision, and strategy of RBM Partnership
- ✓ Governance established and leadership solidified and strengthened
- ✓ Resources and services that substantially enhance the effectiveness of Partner efforts, with emphasis on communication, coordination, standardization, information
- ✓ A set of activities agreed to be performed at Partnership level, clearly defined, and appropriately funded and supported by Partners
- ✓ Defined, agreed, staffed, and funded organization structure and processes for the RBM Partnership

### **RBM Board and temporary structures created to facilitate the change process**

Several groups, on behalf of the Board, their organizations, and the broader constituencies they represent, are driving the change effort and investing in strengthening the RBM Partnership. These include:

#### **Roll Back Malaria Partnership Board**

- Chair Eytayo Lambo (Nigeria), 20 members from seven constituencies
- Commissioned the change effort at 8<sup>th</sup> RBM Board Meeting in Yaoundé
- Deliberates and takes decisions on recommendations resulting from the change initiative

#### **Change Initiative Executive Committee**

- Co-Chair Eytayo Lambo (Nigeria), Co-Chair Kevin Starace (UN Foundation), WHO, DFID, USAID, India, Sudan, GFATM, World Bank, AMREF, World Economic Forum, MIM
- Oversees the direction, outputs, and recommendations as prioritized by the Board
- Develops the agenda for Board Meetings

#### **Hosting Sub-Committee**

- Chair Regina Rabinovich (Gates Foundation), WHO/GMP, UNICEF, USAID, and World Bank
- Evaluates needs and potential hosting arrangements for RBM Secretariat
- Makes hosting recommendations to the Executive Committee and Board

#### **Change Initiative Steering Committee**

- Chair Steven Phillips (ExxonMobil), Kevin Starace (UN Foundation), Kent Campbell (PATH), Awa Coll-Seck (RBM Secretariat)
- Formed by Board Chair Lambo to provide strategic leadership on overall change process and manage the BCG consultancy
- Created Change Initiative Communications Working Group to help facilitate communication regarding the change process.

#### **Boston Consulting Group (BCG)**

- Project Manager Alice Peterson (New York); Boston and Stockholm offices
- Provides expertise to and serve as the facilitator of the change initiative
- Advises and provides hands-on support to each of the above committees

The RBM Partnership is working toward the changes necessary to sufficiently impact malaria. This partnership can work. The need is there. The will is there. The pathway to success is being created.

For more information, visit <http://www.rollbackmalaria.org>