



RBM PARTNERSHIP STRUCTURES

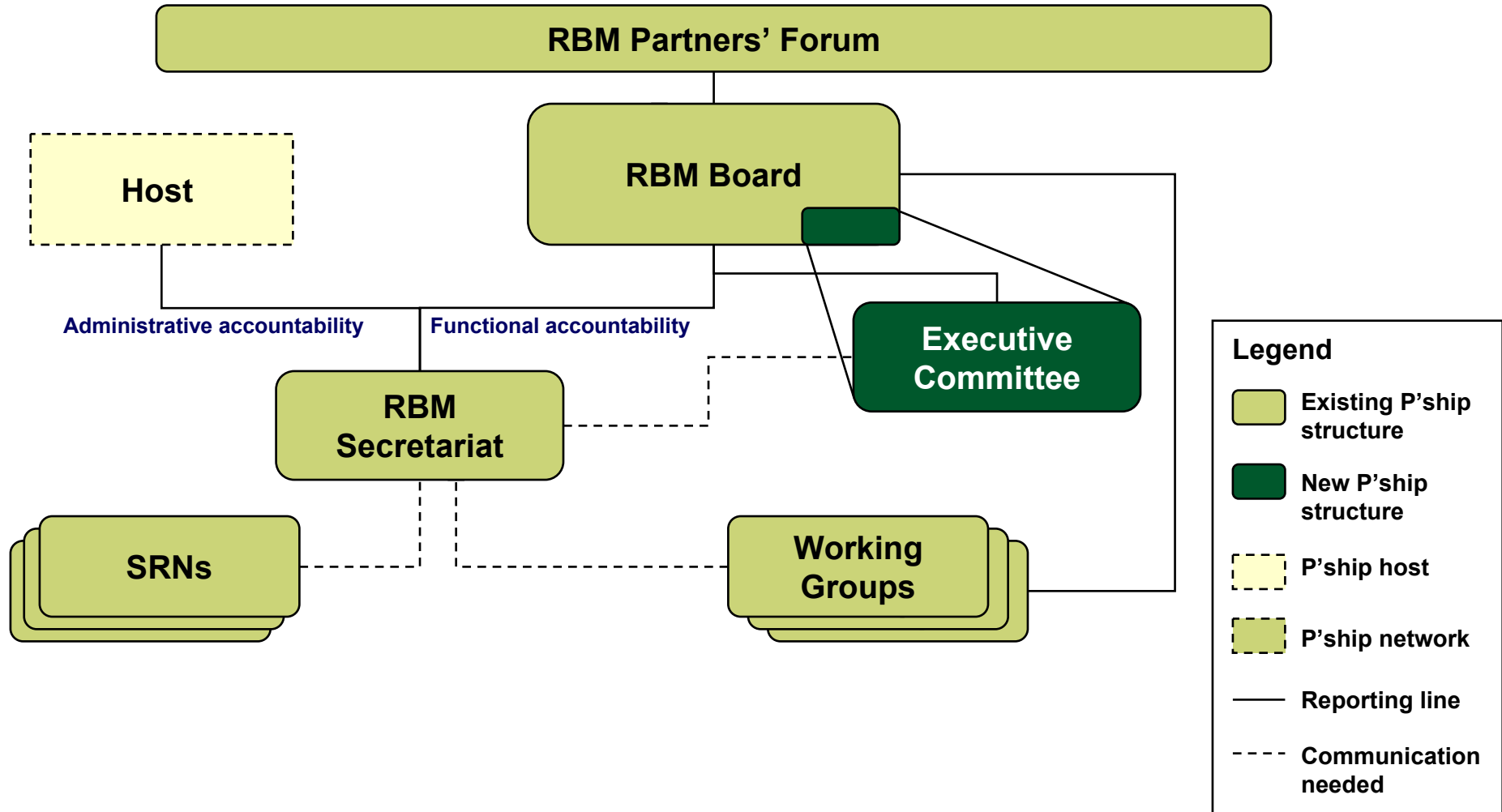
Outcomes of the RBM Change Initiative

December 2006

AGENDA

- **RBM Partnership**
- **RBM Board**
- **Executive Committee of the RBM Board**
- **RBM Working Groups**
- **RBM Sub-Regional Networks**
- **RBM Taskforces**
- **RBM Secretariat**
- **Host of the RBM Secretariat**

THE NEW RBM PARTNERSHIP ORGANIZATIONAL STRUCTURE



OVERVIEW OF 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 RBM 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>	Partners maintain all decision making over institutional objectives and activities

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OVERVIEW OF ROLES, RESPONSIBILITIES AND DECISION RIGHTS OF RBM BOARD

Roles	Responsibilities	Decision Rights
<p>Set strategic direction of Partnership</p>	<p>Approving Strategic / Operational Plans</p> <p>Ensure Partnership achieves objectives outlined in P’ship 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>
<p>Approve Partnership workplans & budgets</p>	<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⁽¹⁾</p> <p>Hiring of Executive Director</p>
<p>Approve advocacy efforts</p>	<p>Establish advocacy goals, objectives & priorities for P’ship</p>	<p>Adoption of Partnership advocacy strategies</p>
<p>Ensure Partner coordination & alignment</p>	<p>Provide high-level direction and objectives to Working Groups; review progress periodically</p>	<p>Establishment and TORs for Working Groups</p> <ul style="list-style-type: none"> • Endorsement of Working Group workplans and outputs

(1) Board also endorses Working Group workplans; approves any request for Partnership funds

INDIVIDUAL BOARD MEMBERS **ALSO HAVE SPECIFIC RESPONSIBILITIES**

Roles

Garner support and resources for RBM Partnership from within your institution

Represent not just an institution, but the constituency⁽¹⁾

Responsibilities

Attend and actively contribute to all Board meetings

- Alternates should only be used in extreme cases
- Institutions should only be represented by one individual during its term on RBM Board
- Review materials in advance of all Board meetings

Contribute to the governance of the Partnership outside of Board meetings

- e.g., input into Partnership strategy, sitting on Committees, etc.

Solicit constituency input on Board agenda

- Synthesize into one constituency position

Consult with constituency before each Board meeting

- Prepare constituency positions where possible
- Represent broader interests where one position is not possible

Debrief constituency on Board decisions and business of the Partnership throughout year

- Serve as conduit for information between constituents and Partnership bodies (e.g., Secretariat)

(1) Applies to all constituencies except multi-laterals and OECD donor countries, although donors still required to communicate with support of Secretariat

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OVERVIEW OF ROLES, RESPONSIBILITIES AND DECISION RIGHTS OF EXECUTIVE COMMITTEE

Roles	Responsibilities	Decision Rights
<p>Recommend strategic and operational priorities to the Board</p> <ul style="list-style-type: none"> • Role not performed every year – only when needed 	<p>Guide & direct the Secretariat in the creation of Strategic & operational plans</p> <p>Make recommendations to the Board</p>	<p>Content of recommendations to Board</p>
<p>Guide and oversee planning processes</p>	<p>Provide guidance and consultation to Secretariat in workplan development</p> <p>Secure funding for approved budget</p>	<p>None</p>
<p>Review progress against deliverables</p>	<p>Review / monitor progress against Secretariat workplan; provide guidance and consultation</p>	<p>None</p>
<p>Make decisions on behalf of Partnership between Board meetings</p>	<p>Consult with Secretariat on appropriate Partnership responses to externalities</p>	<p>Partnership response to externalities needed between Board meetings</p>

PROPOSED EXECUTIVE COMMITTEE FUNCTIONS

Executive Committee

A. Planning & budgeting

- Guide and oversee strategic & operational planning processes (every few years)
- Review and endorse recommendations on annual priorities for the Partnership
- Consult with Secretariat during specific points within workplan & budgeting process
 - ensure workplan is aligned with Partnership priorities
 - ensure budget can be funded
- Review progress against workplan objectives in advance of Board meetings
- Secure funding for approved Partnership budget

B. Directing Partnership activities

- Provide consultation and guidance to the Secretariat
 - expound upon or clarify Board decisions
 - provide guidance on next steps
- Consult with Secretariat on important issues between Board meetings
 - provide guidance on most effective responses to external issues
- Triage information between Partners and Secretariat and serve as a repository of Partner input

Functions can be delegated to Committee Chair

ROLE OF EXECUTIVE COMMITTEE TO COMPLEMENT ROLE OF RBM BOARD

RBM Board

- Set strategic direction of Partnership**
- Approve Partnership workplans & budgets**
- Approve and lead advocacy efforts**
- Ensure Partner coordination & alignment**
 - **Monitor commitments**
 - **Stimulate alignment**
 - **Resolve issues**

Executive Committee

- Recommend strategic and operational priorities to the Board**
- Guide and oversee planning processes**
- Consult with Secretariat on:**
 - **Board directives**
 - **Partnership operations between Board meetings**
- Review progress against deliverables**



Proposed new Partnership structure

AGENDA

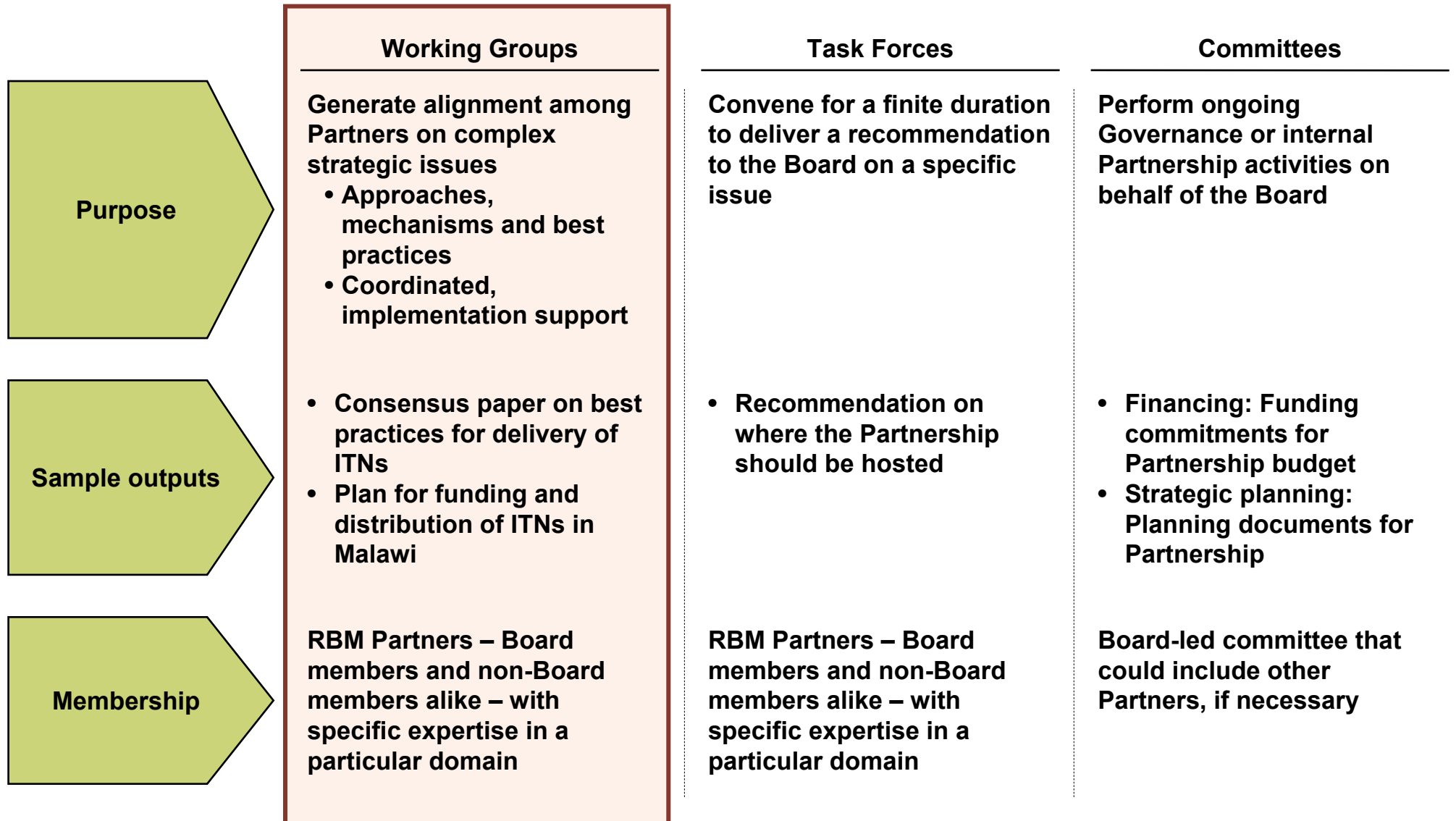
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OVERVIEW OF ROLES, RESPONSIBILITIES AND DECISION RIGHTS OF RBM WORKING GROUPS

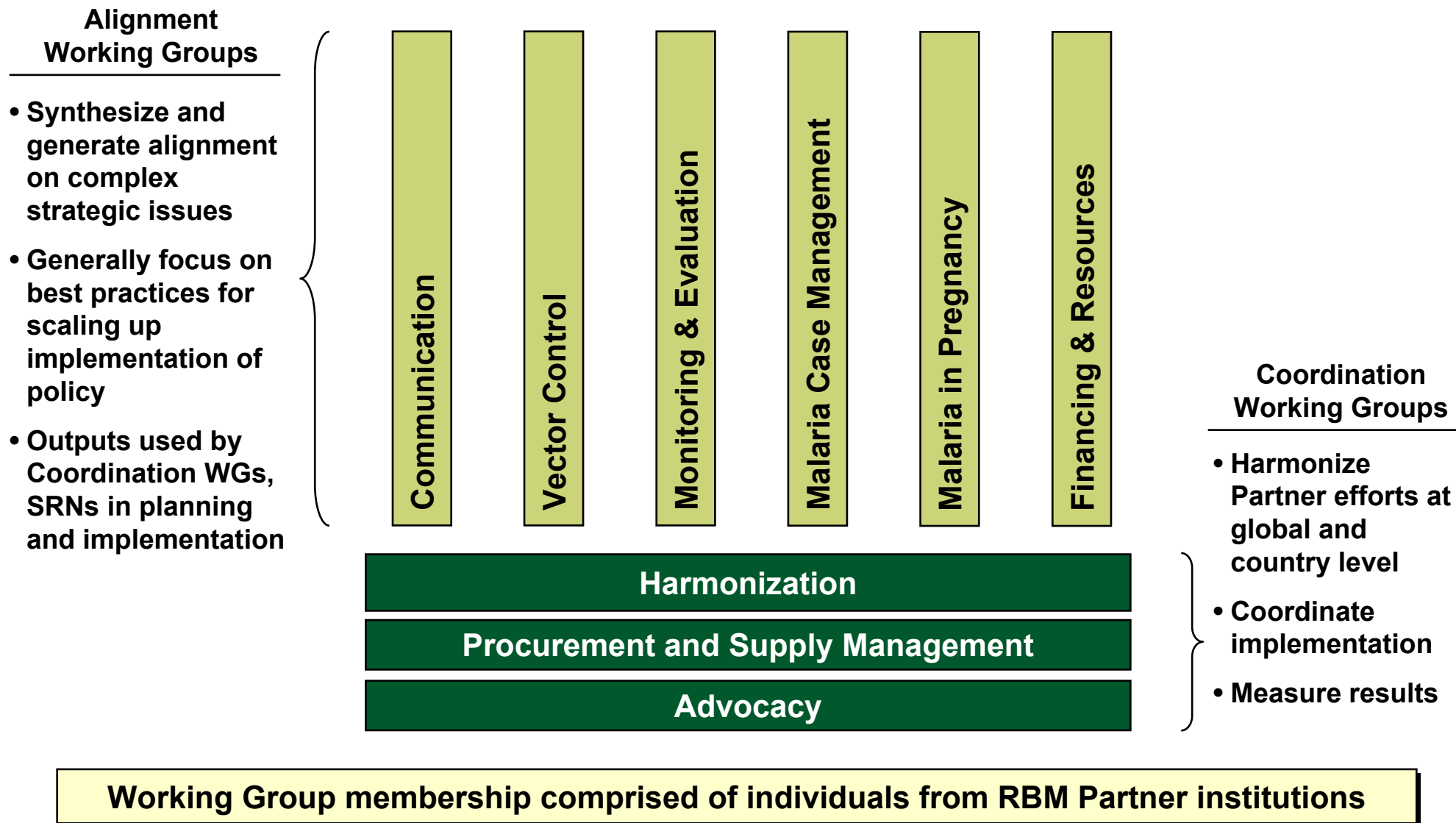
Individual Roles Will Differ, Should Be Reflected in TORs

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

WORKING GROUPS ARE DISTINCT FROM OTHER TOPIC-ORIENTED PARTNER FORUMS



RBM WORKING GROUPS PROMOTE PARTNER ALIGNMENT AND COORDINATION ON SPECIFIC TOPIC AREAS



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OVERVIEW OF 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"> • Ministries of Health • National Malaria Control Plan Managers <p>Provide technical support to countries</p> <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>

SRNs ARE A CORE OPERATIONAL COMPONENT OF THE RBM PARTNERSHIP

Sub-regional networks were established in response to RBM internal and external evaluations

- **Primary role: support Partner coordination at sub-regional level**
- **First SRN established in East Africa, followed by West Africa**
- **Southern and Central Africa networks on the horizon**

Members of the SRN are primarily regional and in-country Partners

- **Partners convene quarterly to plan support around country plans**
- **Country managers, programs and Partners participate in annual meetings**
- **SRNs are facilitated by an RBM Secretariat resourced focal point**

SRNs PLAY CENTRAL ROLE IN SUPPORTING SCALE-UP

Key contributions of SRNs to date

- **Coordinate technical assistance to countries according to Partner comparative advantage through Joint Work Plan**
- **Support country strategic and operational planning**
- **Help countries connect with donors to fund plans**
- **Support donor missions**
- **Disseminate best practices**

Why SRNs are so important now

- **SRNs translate global best practices to country level**
- **Capabilities to enable and support harmonization at country and sub-regional level**
- **Best positioned to support gap analyses and highlight country and regional needs to Partners**

SRNs TO LAUNCH IN SOUTH AND CENTRAL AFRICA

SARN

CARN

Strategic thrusts

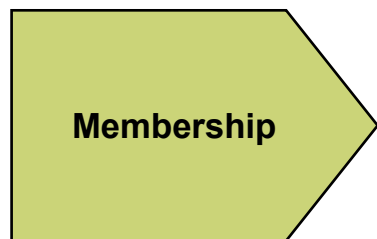
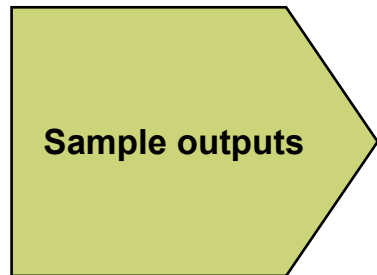
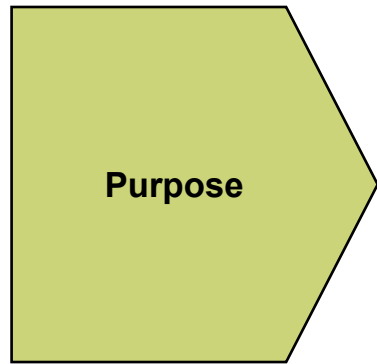
- Inter-country collaboration, exchange of experiences, and cross-border action
- Planning, programming and progress tracking by countries
- Resource mobilization and allocation
- Performance on grant contracts (e.g., GFATM early warning)

- Knowledge management, including sub-regional progress tracking
- Strategic and business planning and country M&E
- Resource mobilization and allocation
- Performance on grant contracts (e.g., GFATM early warning)

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TASK FORCES AND COMMITTEES DIFFER ON THEIR DURATION AND MEMBERSHIP



Working Groups

Generate alignment among Partners on complex strategic issues

- Approaches, mechanisms and best practices
- Coordinated, implementation support

- Consensus paper on best practices for delivery of ITNs
- Plan for funding and distribution of ITNs in Malawi

RBM Partners – Board members and non-Board members alike – with specific expertise in a particular domain

Task Forces

Convene for a finite duration to deliver a recommendation to the Board on a specific issue

- Recommendation on where the Partnership should be hosted

RBM Partners – Board members and non-Board members alike – with specific expertise in a particular domain

Committees

Perform ongoing Governance or internal Partnership activities on behalf of the Board

- Financing: Funding commitments for Partnership budget
- Strategic planning: Planning documents for Partnership

Board-led committee that could include other Partners, if necessary

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- **RBM Secretariat**
 - **Roles, responsibilities and functions**
 - **Organization structure**
 - **Proposed 2007 budget**

- **Host of the RBM Secretariat**

OVERVIEW OF ROLES, RESPONSIBILITIES AND DECISION RIGHTS OF 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⁽¹⁾ Facilitate communication and exchange of learnings 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 and advocacy	Design & implement advocacy and communication strategies Exec Dir. act as spokesperson for RBM	Only those specifically granted by RBM Board None
Administration	Develop and implement Secretariat workplan and budget⁽²⁾ Facilitate meetings of RBM Board, Committees, and Working Groups	

(1) See Secretariat core functions for details

(2) Including helping develop and synthesizing WG workplans

SECRETARIAT DESIGN PRINCIPLES

Countries should maintain leadership for all country level RBM activities

Secretariat is to support partnership through global and sub-regional presence

- **No country specific resources**

Secretariat in country role is facilitative (as opposed to operational) and, thus, dependent on Partner presence

Secretariat functions evolve over time with the needs of the malaria community

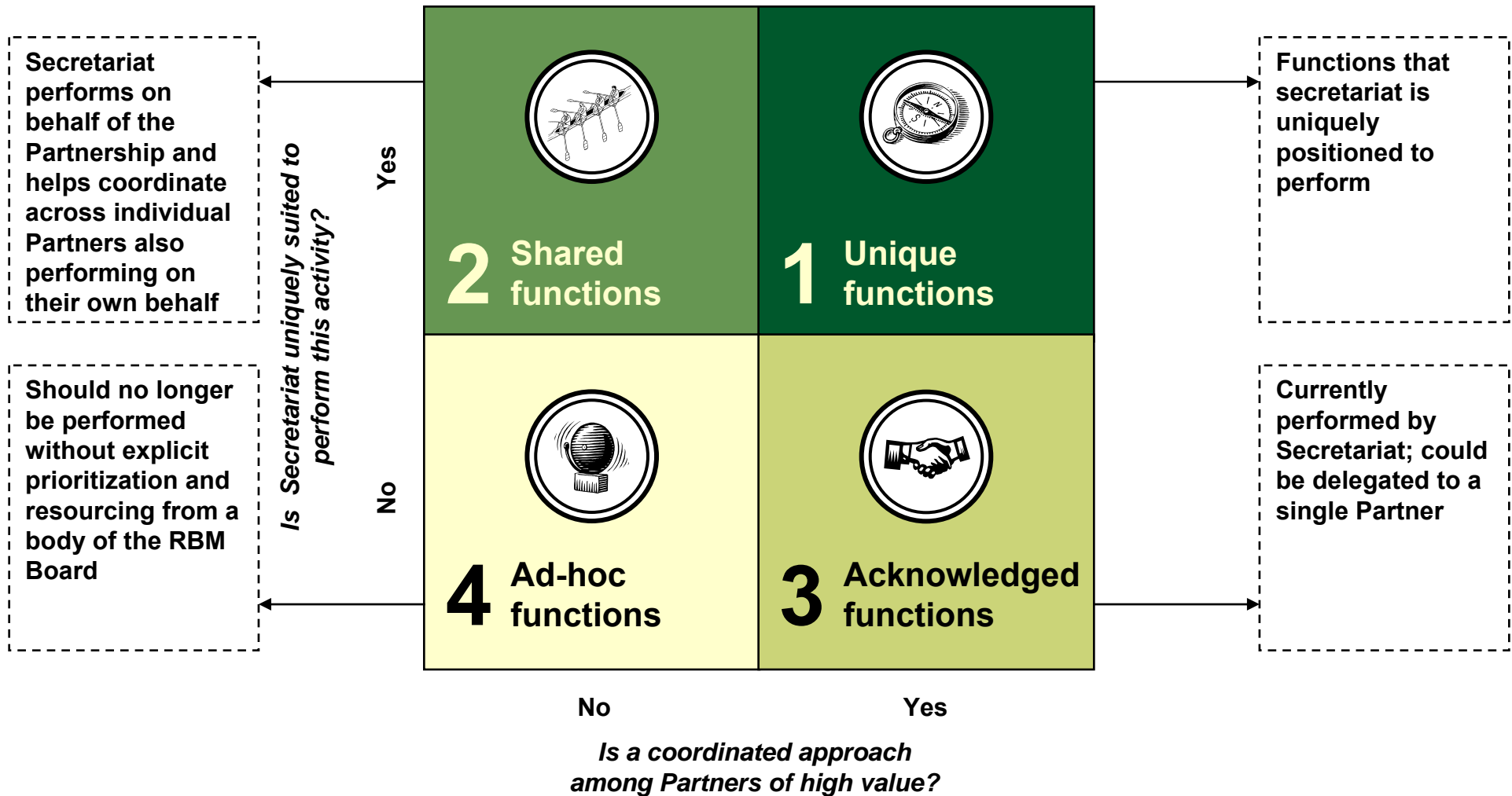
In addition to funding for performing functions in desired scope budget must also include:

- **Funds for transfer of functions**
- **Limited funding for EC approved urgent functions**

Workplan and budget primarily a managerial tool

- **Enables transparent and fair follow-up**
- **Guides allocation of resources**

SECRETARIAT FUNCTIONS FALL INTO FOUR CATEGORIES



RBM PARTNERSHIP SECRETARIAT FUNCTIONS

I. Partnership facilitation	II. Communication and advocacy	III. Commodity services ⁽¹⁾	IV. Partnership development	V. Secretariat administration and management
<p>A. Support development and follow-up of Partnership strategy</p> <p>B. Support Partners in identifying actions and resources required in countries</p> <p>C. Facilitate Partner involvement in country program design and planning in line with 3-ones approach</p> <p>D. Facilitate Partner alignment behind country plans</p> <p>E. Support development and dissemination of working group consensus publications on learnings and best practices for scale-up</p>	<p>A. Advocate for new sources of support</p> <p>B. Communicate targets, strategies and progress to global community</p>	<p>A. Serve as supply information clearinghouse on malaria commodities</p> <p>B. Support Partners in convening to discuss forecasting:</p> <ul style="list-style-type: none"> • demand assumptions, e.g. forecasting methodologies and data quality • matching supply and demand • developing action plan to solve identified challenges 	<p>A. Partnership administrative and development support</p> <ul style="list-style-type: none"> • Unit manages and coordinates Secretariat efforts • E.g. Board and working group meeting preparation and arrangement 	<p>A. Secretariat internal support</p>

<p>Unique functions: Functions that only Secretariat is properly positioned to perform</p>	<p>Shared functions: Functions performed by Secretariat and Partners in mutually reinforcing ways</p>	<p>Acknowledged functions: Functions performed by Secretariat that could alternatively be performed by Partner</p>	<p>Ad-hoc functions: Pure gap-filling functions – not included in workplan</p>
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(1) Pending commodity and supply chain management working group definition of Partnership (including Secretariat) roles and responsibilities in supply

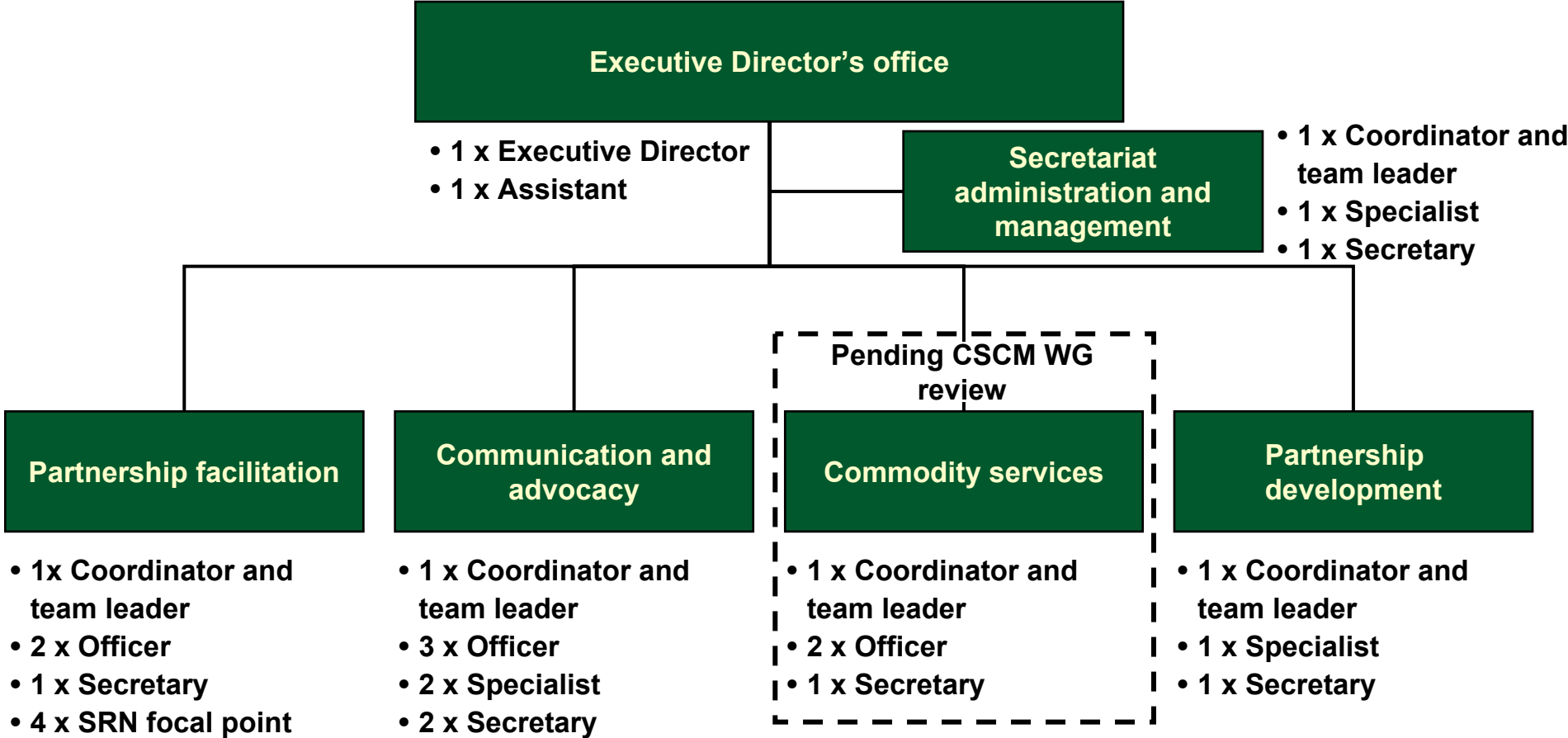
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FUNCTIONALLY BASED ORGANIZATION STRUCTURE



COMMODITY SERVICES UNIT TO CONTINUE AT CURRENT STRENGTH UNTIL FURTHER NOTICE

Staffing of Commodity services unit not final

- **Dependant on outcome of review on roles and responsibilities of Partnership in supply area**
- **Proposed working group on supply is to perform review as its first undertaking**

Proposed that the Commodity services unit (current MMSS) continue at its current strength until further clarification has been attained from the supply working group

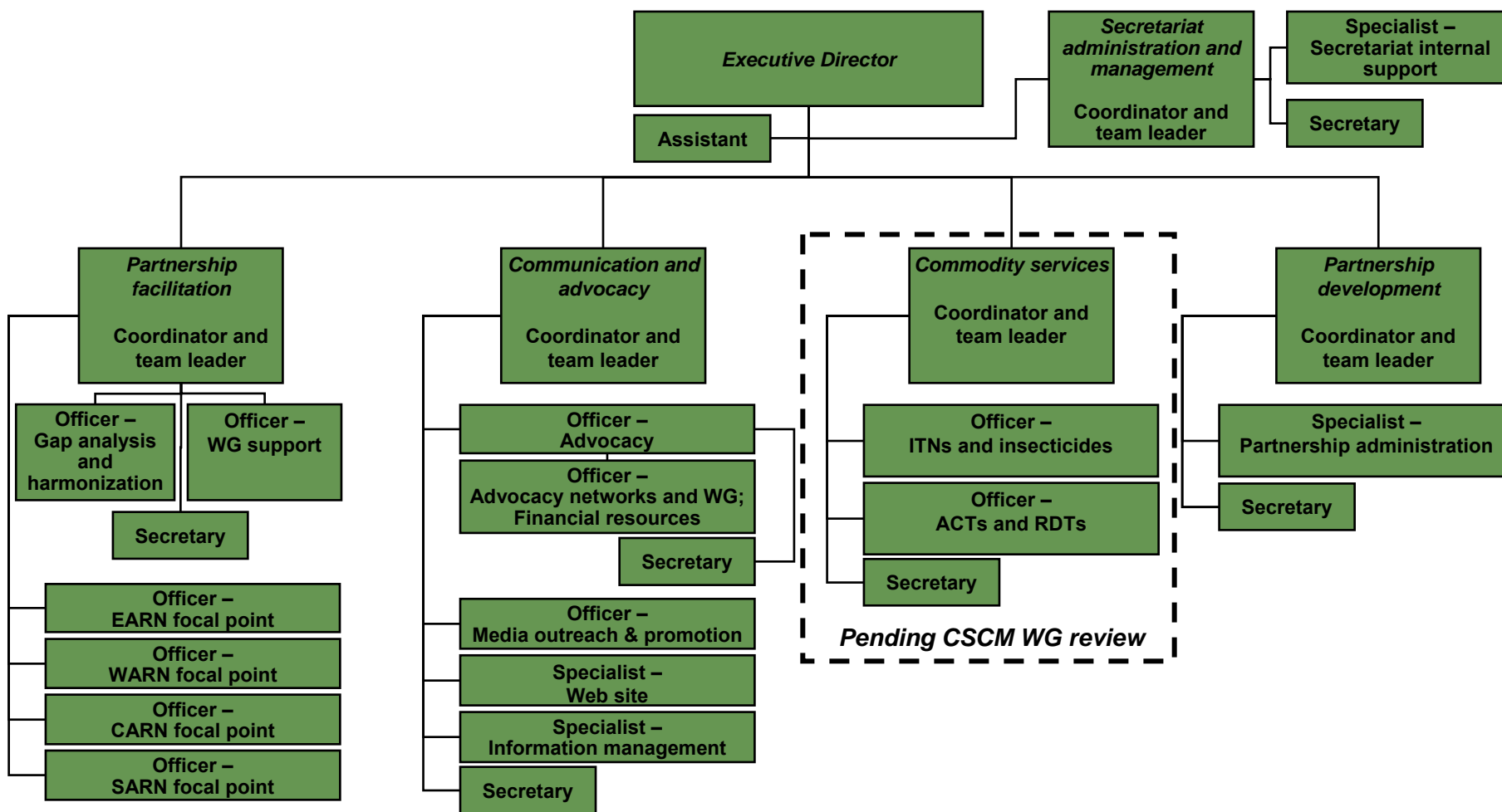
- **Secretariat will have to continue delivering on its supply related commitments until they can be appropriately transferred to their new owner(s)**

SUPPORTING PARTNERSHIP BODIES IS SECRETARIAT WIDE EFFORT

		<u>Secretariat units</u>		
		Secretariat functional units ⁽¹⁾	Partnership development	Secretariat administration and management
Partnership bodies	Board	<p>Facilitate development and ensure follow-up of Partnership operational strategy</p> <p>Board meeting content development in relevant areas with agenda item owners (e.g. Board or other Partnership body member)</p>	<p>Global Partnership Forum</p> <ul style="list-style-type: none"> • Manage and coordinate Secretariat efforts <p>Facilitate workings of constituency communication mechanisms</p> <ul style="list-style-type: none"> • E-mail lists, conference call bridges and meeting space prior to Board meetings 	<p>Manage Secretariat progress reporting to Board</p> <p>Manage Secretariat and Partnership body (working groups and sub-regional networks) workplanning and budgeting process</p> <ul style="list-style-type: none"> • Oversee process, quality control inputs and consolidate workplans and budgets into Secretariat and Partnership workplan and budget
	Working groups	<p>Consolidate Partners best practices / success stories into case studies on scale-up to present to global alignment working groups</p> <ul style="list-style-type: none"> • Package outcome of global alignment working groups to Partnership factsheets and newsletters <p>Support coordination working groups according to needs defined by them</p>	<p>Support Board and working groups</p> <ul style="list-style-type: none"> • Manage and coordinate Secretariat efforts • Convene meetings, facilitate development of agenda, manage pre-read preparation process, disseminate pre-read papers, arrange practicalities around meetings, manage information (e.g. minutes), publish and disseminate information 	
	Sub-regional networks	<p>Support sub-regional networks</p> <ul style="list-style-type: none"> • Focal points 		

(1) Partnership facilitation, Communication & advocacy and Commodity services

SECRETARIAT 2007 ORGANIZATIONAL STRUCTURE



Management job descriptions

EXECUTIVE DIRECTOR

Position	Executive Director
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Level (WHO)	D2
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Reports to	WHO ADG – HIV/AIDS, TB & Malaria (when hosted by WHO)
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No. of direct reports	5
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Responsibilities / Deliverables
Lead Secretariat (Partnership) workplanning, budgeting and fundraising
Lead Secretariat progress reporting and financial monitoring
Ensure Secretariat has right capabilities to execute on its workplan
Ensure Secretariat stays within its mandate (Facilitation of Partner/Partnership body activities) <ul style="list-style-type: none"> • Ensure activities of Secretariat are coordinated
Oversee workings of all Partnership bodies and processes
Advocate for importance of malaria and new sources of support

Profile / Key success factors
Strong managerial capabilities <ul style="list-style-type: none"> • Planning, organizing, leading, coordinating, controlling
Result orientation and ability to achieve organizational goals <ul style="list-style-type: none"> • Ability to manage complex web of Partners and Partnership bodies
Strong social skills <ul style="list-style-type: none"> • Interaction, cooperation and diplomacy skills • Ability to manage facilitation processes
Strong knowledge of endemic countries
Expertise in workings of malaria community

Work description
Develop Partnership strategy and annual priorities with Board
Facilitate achievement of goals laid down by Partnership Board <ul style="list-style-type: none"> • Manage development, funding and implementation of Secretariat annual workplan and budget • Oversee development and implementation of all Partnership body workplans and budgets
Lead Secretariat capability management <ul style="list-style-type: none"> • Identify capability gaps, e.g. through performance assessment • Secure adequate capabilities through recruiting, training, coaching and outplacements
Advocate for malaria at relevant meetings and events

Required competencies / experience	
Essential	Desirable
Demonstrated managerial, supervisory and leadership skills	Advanced degree in relevant field (e.g. global public health)
Demonstrated ability to lead facilitative processes	Experience from working in senior position(s) in endemic countries
Extensive experience of public health field, preferably malaria field	Experience of international organizations
Experience of senior level lobbying	
Excellent knowledge of English and French	

Management job descriptions

COORDINATOR AND TEAM LEADER – PARTNERSHIP FACILITATION

Position	Coordinator and team leader – Partnership facilitation
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Reports to	Executive Director
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Level (WHO)	P5
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No. of direct reports	7
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Responsibilities / Deliverables

<p>Support Partners in identifying actions and resources required in countries</p> <p>Facilitate Partner involvement in country program design and planning in line with 3-ones approach</p> <p>Facilitate Partner alignment behind country plans</p> <p>Develop unit workplan and budget</p> <p>Manage Partnership facilitation team, including SRN focal points</p>

Profile / Key success factors

<p>Strong managerial capabilities</p> <ul style="list-style-type: none"> • Planning, organizing, leading, coordinating, controlling • Result orientation and ability to achieve organizational goals <p>Strong social skills</p> <ul style="list-style-type: none"> • Interaction, cooperation and diplomacy skills • Ability to manage facilitation processes <p>Expertise in country malaria planning and implementation of programs</p> <p>Expertise in workings of funding community</p>
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Work description

<p>Support harmonization WG and execute its decisions as agreed</p> <p>Oversee country gap analysis</p> <p>Oversee Partnership country early warning system</p> <p>Oversee sub-regional networks</p> <p>Support Partner (planning) joint missions to countries</p> <p>Facilitate Partner funding proposal development support to countries</p>
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Required competencies / experience

Essential	Desirable
Demonstrated managerial, supervisory and leadership skills	Advanced degree in relevant field (e.g. global public health)
Demonstrated ability to lead facilitative processes	Experience of international organizations
Extensive experience of country malaria planning and implementation of programs	Experience from working in senior position(s) in endemic countries
Extensive experience of workings of funding community	Excellent knowledge of French
Excellent knowledge of English	

Management job descriptions

COORDINATOR AND TEAM LEADER – COMMUNICATION & ADVOCACY

Position	Coordinator and team leader – Communication and advocacy
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Reports to	Executive Director
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Level (WHO)	P5
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No. of direct reports	5
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Responsibilities / Deliverables

<p>Advocate for new sources of support</p> <p>Communicate targets, strategies and progress to global community</p> <p>Develop unit workplan and budget</p> <p>Manage Communication and advocacy team</p>
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Profile / Key success factors

<p>Strong managerial capabilities</p> <ul style="list-style-type: none"> • Planning, organizing, leading, coordinating, controlling • Result orientation and ability to achieve organizational goals <p>Strong social skills</p> <ul style="list-style-type: none"> • Interaction, cooperation and diplomacy skills • Ability to manage facilitation processes <p>Expertise in senior level lobbying</p> <p>Expertise in public health communications</p>

Work description

<p>Support advocacy WG and execute its decisions as agreed</p> <p>Support communication WG and execute its decisions as agreed</p> <p>Promote malaria at relevant meetings and events, e.g. through malaria champions</p> <p>Facilitate/ support writing of articles in high profile media</p> <p>Oversee Secretariat communication activities, e.g. web page, publications, responding to enquiries</p>
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Required competencies / experience

Essential	Desirable
Demonstrated managerial, supervisory and leadership skills	Advanced degree in relevant field (e.g. communications or management)
Demonstrated ability to lead facilitative processes	Experience of international organizations
Extensive experience in senior level lobbying	Experience of public health field, preferably of malaria field
Extensive experience in public health communications	Excellent knowledge of French
Excellent knowledge of English	

COORDINATOR AND TEAM LEADER – COMMODITY SERVICES

Position	Coordinator and team leader – Commodity services
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Level (WHO)	P5
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Reports to	Executive Director
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No. of direct reports	
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Responsibilities / Deliverables
<p>Support Procurement and supply chain management working group</p> <p>Develop unit workplan and budget</p> <p>Manage Commodity services team</p>

Profile / Key success factors
<p>Strong managerial capabilities</p> <ul style="list-style-type: none"> • Planning, organizing, leading, coordinating, controlling • Result orientation and ability to achieve organizational goals <p>Strong social skills</p> <ul style="list-style-type: none"> • Interaction, cooperation and diplomacy skills • Ability to manage facilitation processes <p>Solid knowledge of procurement and SCM in global public health area</p> <p>Good knowledge of endemic countries</p>

Work description

Required competencies / experience	
Essential	Desirable
Demonstrated managerial, supervisory and leadership skills	Advanced degree in relevant field (e.g. logistics)
Demonstrated ability to lead facilitative processes	Experience of international organizations
Extensive experience in Procurement and SCM in global public health area	Experience of public health field, preferably of malaria field
Excellent knowledge of English	Excellent knowledge of French

Management job descriptions

COORDINATOR AND TEAM LEADER – PARTNERSHIP DEVELOPMENT

Position	Coordinator and team leader– Partnership development
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Level (WHO)	P5
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Reports to	Executive Director
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No. of direct reports	2
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Responsibilities / Deliverables

<p>Arrange Global Partnership Forum every second year</p> <p>Arrange two Board meetings per year</p> <p>Arrange two meetings per working group per year</p> <p>Conduct endemic country and other partner survey</p> <p>Develop unit workplan and budget</p> <p>Manage Partnership development team</p>
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Profile / Key success factors

<p>Strong managerial capabilities</p> <ul style="list-style-type: none"> • Planning, organizing, leading, coordinating, controlling <p>Result orientation and ability to achieve organizational goals</p> <ul style="list-style-type: none"> • Ability to manage complex web of Partners and Partnership bodies <p>Strong social skills:</p> <ul style="list-style-type: none"> • Interaction and cooperation skills • Diplomacy skills , i.e. ability to handle disagreements • Consensus leadership competencies, i.e. ability to manage facilitation processes

Work description

<p>Manage Secretariat support to Partnership bodies</p> <ul style="list-style-type: none"> • Manage preparation / arrangement of Global Partnership Forum every second year • Manage preparation / arrangement of two Board meetings per year • Manage arrangement of two meetings per working group per year • Facilitate workings of constituency communication mechanisms <p>Serve as Partnership “business developer”</p> <ul style="list-style-type: none"> • Facilitate workings and evolution of Partnership to ensure compatibility with current and future key challenges • Administer endemic country and other partner survey
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Required competencies / experience

Essential	Desirable
Demonstrated managerial, supervisory and leadership skills	MBA or equivalent university degree / experience
Demonstrated ability to lead facilitative processes	Experience of international organizations
Experience in working with (preferably Partnership) Boards	Experience of public health field, preferably of malaria field
Excellent knowledge of English	Excellent knowledge of French

Note: In prioritized workplan responsibilities of Secretariat administration and management unit transferred to Partnership development unit - see next slide

Management job descriptions

COORDINATOR AND TEAM LEADER – SECRETARIAT ADMINISTRATION AND MANAGEMENT

Position	Coordinator and team leader – Secretariat administration and management
-----------------	---

Level (WHO)	P5
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Reports to	Executive Director
-------------------	--------------------

No. of direct reports	2
------------------------------	---

Responsibilities / Deliverables
<p>Annual Partnership body (incl. Secretariat) workplans and budgets</p> <p>Secretariat progress reporting to Partnership Board and financiers</p> <p>Secretariat professional development, incl. recruiting</p> <p>Secretariat cash-flow management</p> <p>Support Executive Director in realizing Secretariat workplan</p> <p>Manage Secretariat administration and management team</p>

Profile / Key success factors
<p>Strong managerial capabilities</p> <ul style="list-style-type: none"> • Planning, organizing, leading, coordinating, controlling <p>Result orientation and ability to achieve organizational goals</p> <ul style="list-style-type: none"> • Ability to manage complex web of Partners and Partnership bodies <p>Good interaction and cooperation skills</p> <p>Familiarity with financial tools</p> <ul style="list-style-type: none"> • Cash-flow management and budgeting

Work description
<p>“Chief operating officer” of Partnership Secretariat</p> <ul style="list-style-type: none"> • Manage Secretariat finances and recruiting and professional development processes • Support Executive Director in Secretariat internal management <ul style="list-style-type: none"> - Workplan and budget follow-up - Management of internal and Board reporting - Coordination of units • Manage Secretariat and Partnership body workplanning and budgeting process <ul style="list-style-type: none"> - Oversee process, quality control inputs and consolidate workplans and budgets

Required competencies / experience	
Essential	Desirable
Demonstrated managerial, supervisory and leadership skills	MBA or equivalent university degree / experience
Demonstrated financial management and controlling skills	Experience of WHO or other UN agency
Excellent knowledge of English	Experience of public health field, preferably of malaria field
Strong IT skills (MS) <ul style="list-style-type: none"> • Excel, Word, PowerPoint 	Excellent knowledge of French

Note: In prioritized workplan responsibilities of Secretariat administration and management unit transferred to Partnership development unit

AGENDA

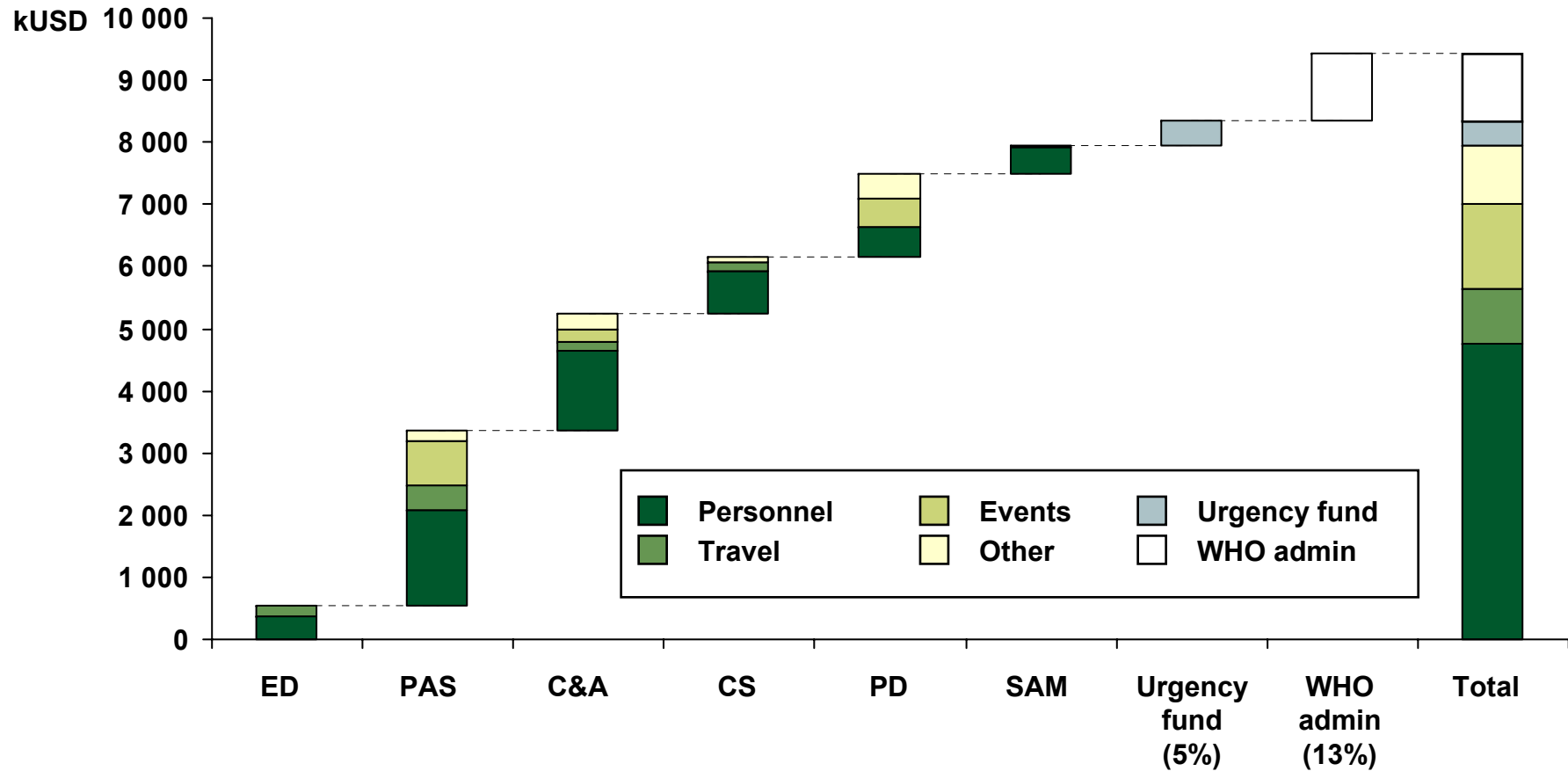
- **RBM Partnership**
- **RBM Board**
- **Executive Committee of the RBM Board**
- **RBM Working Groups**
- **RBM Sub-Regional Networks**
- **RBM Taskforces and Committees**

- **RBM Secretariat**
 - **Roles, responsibilities and functions**
 - **Organization structure**
 - **Proposed 2007 budget**

- **Host of the RBM Secretariat**

PROPOSED SECRETARIAT 2007 BUDGET ADS UP TO ~9.4 MUSD

Personnel Makes Up 60% of Costs



Partnership facilitation (PF) makes up 33% of Secretariat budget

KEY ASSUMPTIONS

Four sub-regional networks are supported

- **East-Africa**
- **West-Africa**
- **Central-Africa**
- **South-Africa**

Nine working groups are supported:

- **Financing and resourcing**
- **Monitoring and evaluation**
- **Scalable malaria vector control**
- **Malaria in pregnancy**
- **Malaria case management**
- **Communication**
- **Harmonization**
- **Advocacy**
- **Procurement and Supply Management**

Secretariat facilitates harmonization/coordination in ~8 countries in 2007

- **Countries to be defined by harmonization working group**

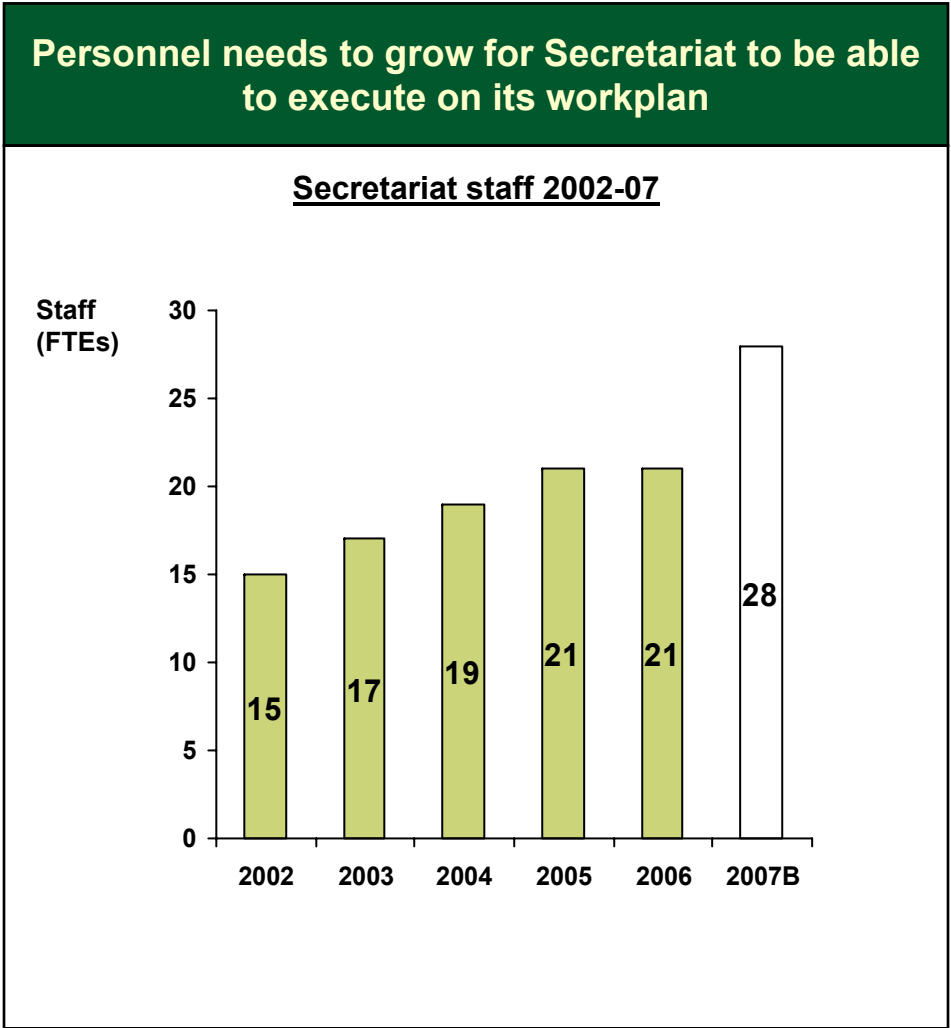
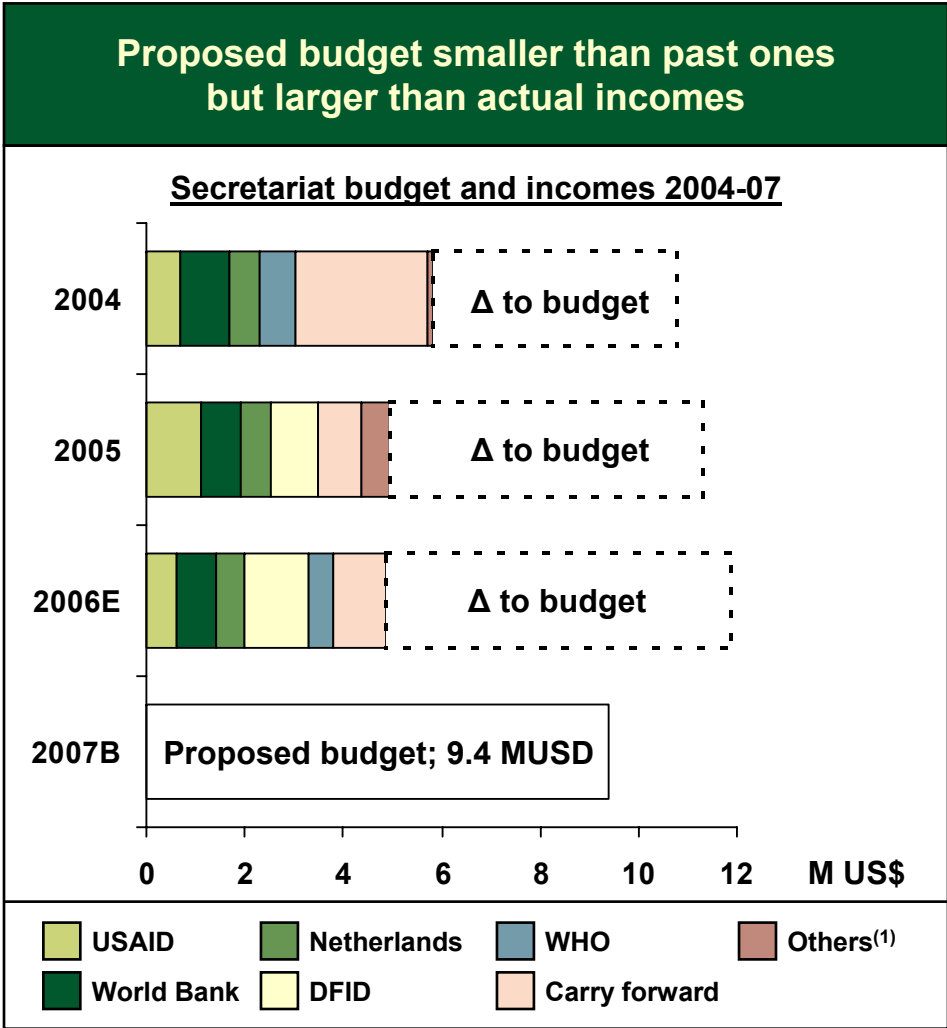
Two Board meetings are arranged

Average travel costs are 2500 USD for a return ticket and 250 USD per diem per day

Personnel costs follow WHO HQ standards

PROPOSED BUDGET LARGER THAN HISTORICAL INCOMES

Secretariat Historical Budgets, Incomes and Personnel

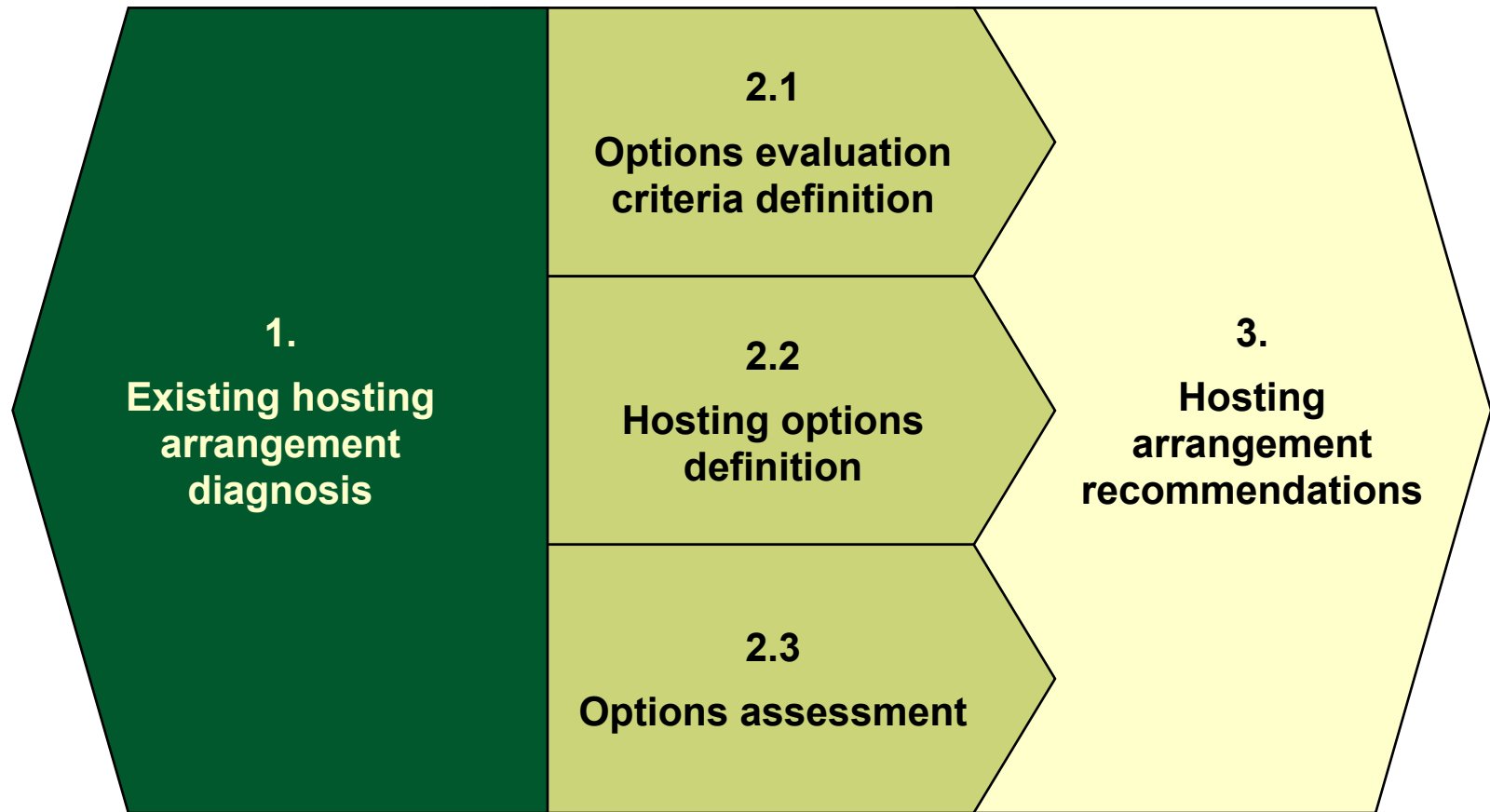


(1) Includes Italy, PATH, UN Foundation, Exxon Mobile, P&G, AGFUND, Sumitomo Chemical, Sarl Derma Propre, and SIDA

AGENDA

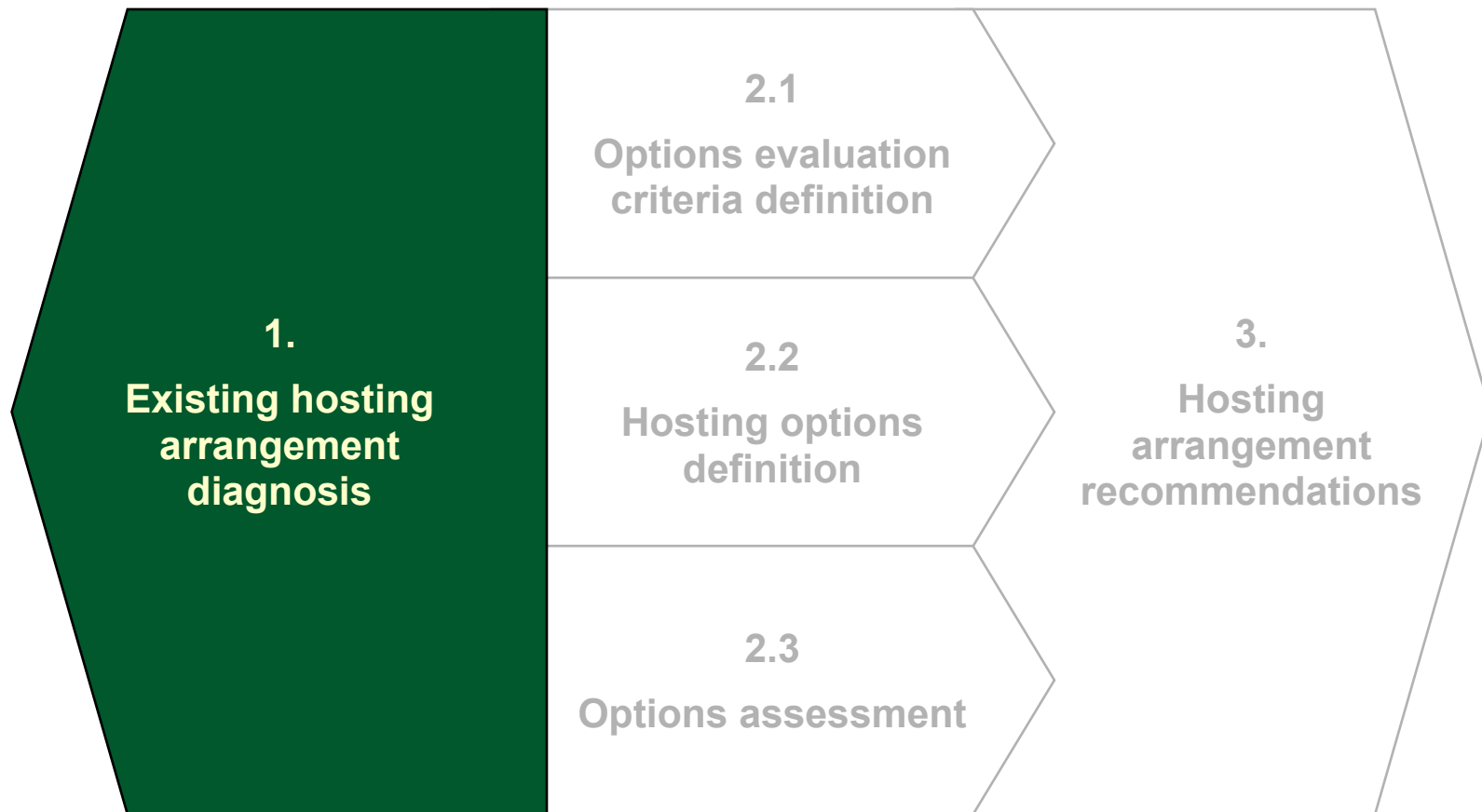
- **RBM Partnership**
 - **RBM Board**
 - **Executive Committee of the RBM Board**
 - **RBM Working Groups**
 - **RBM Sub-Regional Networks**
 - **RBM Taskforces and Committees**
 - **RBM Secretariat**
- **Host of the RBM Secretariat**

OVERALL APPROACH FOR EVALUATING AND IMPROVING SECRETARIAT HOSTING ARRANGEMENT



Ultimate goal is to recommend how to increase hosting efficiency and effectiveness

OVERALL APPROACH FOR EVALUATING AND IMPROVING SECRETARIAT HOSTING ARRANGEMENT



Ultimate goal is to recommend how to increase hosting efficiency and effectiveness

SUMMARY OF LESSONS LEARNED FROM CURRENT SECRETARIAT HOSTING ARRANGEMENT

Hosting arrangement has become scapegoat for wider problems within Partnership

- **Hosting has taken up considerable time of Secretariat and Board ...**
- **... but, even if somewhat dysfunctional, not main cause of sub-optimal performance of Partnership**
 - **changing host of Secretariat will not solve all main issues – but it may be a critical component if dysfunction continues**

Hosting issues can be grouped as follows

- **Lack of MoU – relationship fluctuates over time (depending on WHO policy)**
- **Financial and policy issues – WHO general ruling and lack of transparency**
- **Personal issues – WHO (GMP) and RPS not cooperating (throughout history of RBM)**

Solving hosting issue will allow focus to shift to underlying reasons of sub-optimization

Not being hosted would hold some clear benefits

- **Legally binding contracts could be constructed with Partners**
- **Possibilities for efficient fundraising would be improved**
- **Board could hire / fire people like any business (no quotas, general rulings, etc.)**

CURRENT HOSTING ARRANGEMENT HOLDS BOTH STRENGTHS AND AREAS FOR IMPROVEMENT

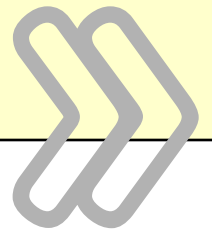
Strengths of current hosting arrangement

1. Facilities, infrastructure and overhead support available and working properly
2. Providing secretariat with legitimacy, access and image in the malaria community
3. Proximity to policy making with potential for efficient and prompt communication and involvement
4. Proximity to key partners through physical presence in Geneva
5. Providing sufficient attractiveness to secretariat as an employer



Areas for improvement in current hosting arrangement

1. Unclear roles and responsibilities between secretariat and GMP
2. Unclear and unspecified hosting arrangement agreement
3. Financial transparency and processes
4. Employee contractual principles impacting possibility to maintain permanent staff which creates uncertainty
5. Perceived as costly – i.e. 13% add-on on spending charged as WHO admin fee



STRENGTHS OF CURRENT HOSTING ARRANGEMENT

Areas of strength	Description
<p>1. Facilities, infrastructure and overhead support available and working properly</p>	<p>WHO infrastructure available to Secretariat</p> <ul style="list-style-type: none"> • Space, IT, phone, accounting systems, etc. • Shared services with WHO give overhead support through scale advantages
<p>2. Providing secretariat with legitimacy, access and image in the malaria community</p>	<p>Linkage to WHO gives legitimacy</p> <ul style="list-style-type: none"> • E.g. access to endemic countries and WHO governing bodies
<p>3. Proximity to policy making with potential for efficient and prompt communication and involvement</p>	<p>Geographical proximity to policy making and know-how (not only malaria specific) facilitates learning, coordination and involvement</p> <ul style="list-style-type: none"> • Currently however not leveraged enough
<p>4. Proximity to key partners through physical presence in Geneva</p>	<p>Geographical proximity to many key Partners/players (WHO, GF, Red Cross, etc.) facilitates information exchange and involvement</p>
<p>5. Providing sufficient attractiveness to secretariat as an employer</p>	<p>WHO affiliation facilitates hiring of competent personnel</p> <ul style="list-style-type: none"> • E.g. salary, benefits, brand, size, authorization of foreign employees, solid base for internal recruitments, laissez passé

AREAS FOR IMPROVEMENT IN CURRENT HOSTING ARRANGEMENT

Areas for improvement	Description
<p>1. Unclear roles and responsibilities between secretariat and GMP</p>	<p>History as one entity and several restructurings has lead to unclear boundaries</p> <ul style="list-style-type: none"> Responsibilities in relation to each other never detailed and clarified
<p>2. Unclear and unspecified hosting arrangement agreement</p>	<p>Memorandum of understanding does not exist</p> <ul style="list-style-type: none"> Responsibilities and “rights” never specified Dependant on interpretation
<p>3. Financial transparency and processes⁽¹⁾</p>	<p>Cost authorization limited to 50 kUSD, limited transparency into own finances (into WHO financial system), lacking financial information flow, funding applications and receiving funds requires considerable internal bureaucracy (3-4 WHO internal approvals taking 3 weeks to 4 months)⁽¹⁾</p>
<p>4. Employee contractual principles impacting possibility to maintain permanent staff and creates uncertainty</p>	<p>WHO general ruling makes permanent staff costly (benefits, etc.) and enforces quotas Non-permanent staff 5+6-principle and 44-out principle</p>
<p>5. Perceived as costly – i.e. 13% add-on on spending charged as WHO admin fee⁽²⁾</p>	<p>Compensation for space, furniture, heat, electricity, security, photocopiers, IT services, phone systems (not bills), finance (system/process), HR (system/processes) and other office related services</p>

(1) However, Board has delegated financial responsibility of the Secretariat to WHO. Thus, WHO must hold Secretariat accountable for how money is being spent.

(2) However, WHO pays Executive secretary salary

HIGH-LEVEL SUMMARY OF LESSONS LEARNED FROM BENCHMARKING STOP TB PARTNERSHIP

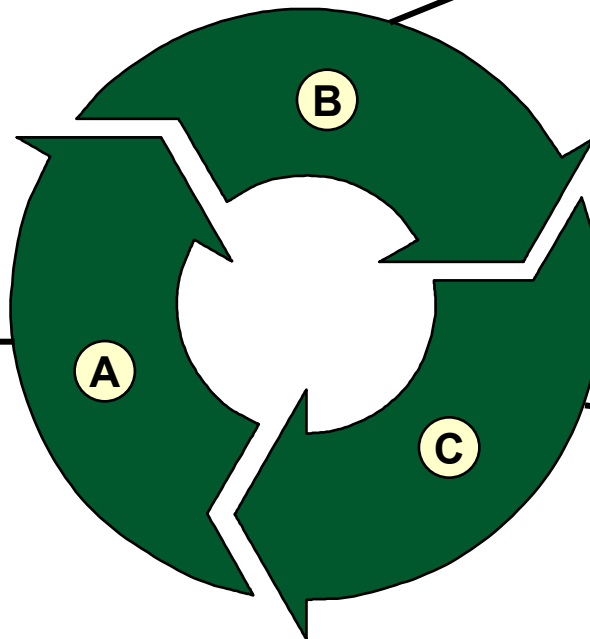
Clarifying strategic role of secretariat vs. host

Key that host (and others) sees Secretariat as supporting / representing the Partnership, not as the Partnership nor a Partner

- Secretariat is a service provider to the Partners and a broker for the Partnership

Secretariat answers to host administratively⁽¹⁾ but to Board strategically / operationally

- Host should influence strategy / operations only as member of Board
- Certain independence / flexibility needed as Secretariat must represent Partners, not host



Clarifying operational role of secretariat vs. host

Clear role division between the host and the Secretariat is critical (especially if host is active in same field)

- MoU⁽²⁾ stating practical but also operational roles and responsibilities
- Beneficial to also define how mutual synergies can be achieved

Fundraising must be in line with role and transparent to avoid friction

- Funds raised only to fulfill core functions

Making interpersonal cooperation work

Personal relationship between Secretariat and host organization is critical

- Trust (and history) critical to avoid competition
- Relationship between Board members and host also critical in enforcing positive relationship

Staff of Secretariat and host must be clearly differentiated

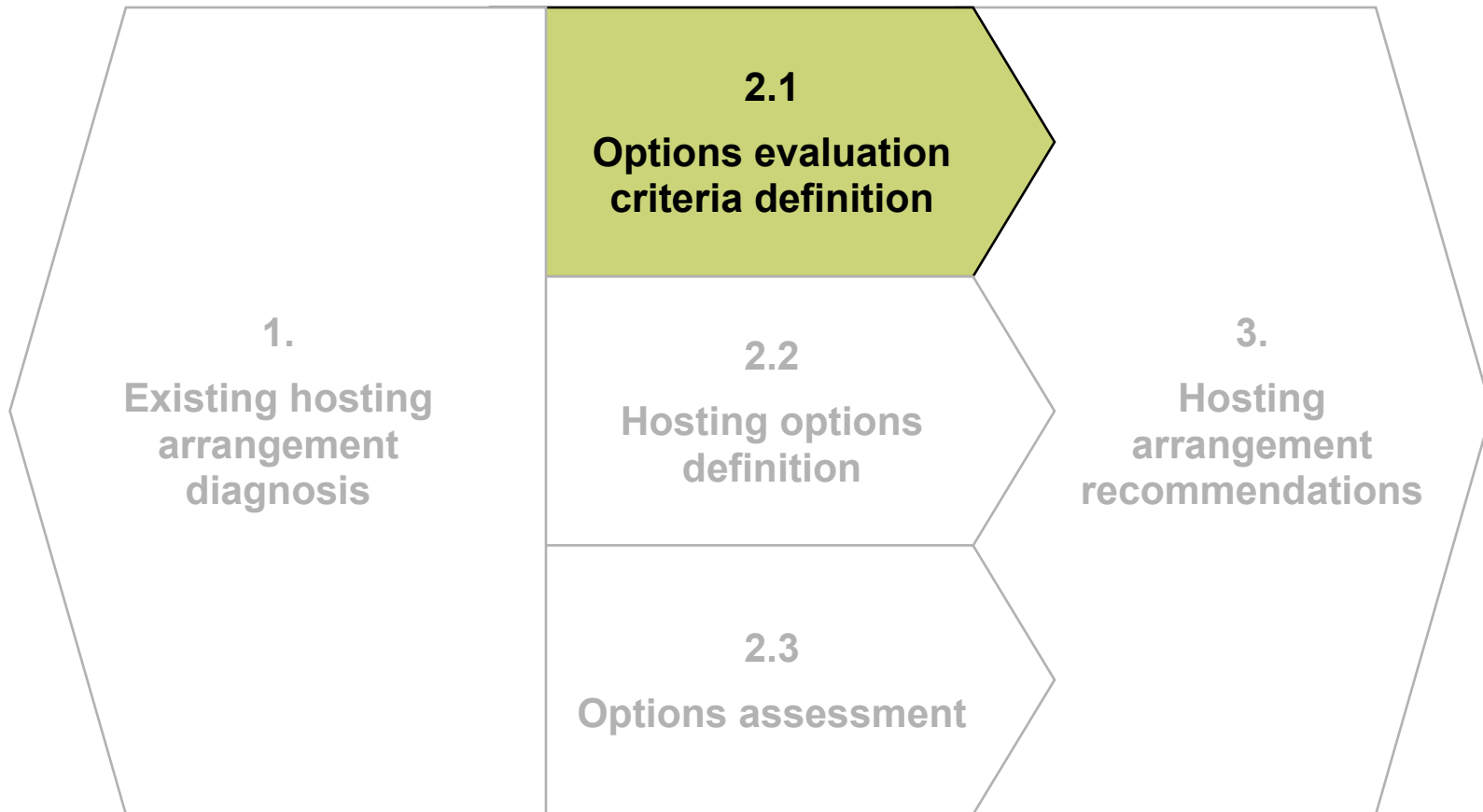
- Critical that host not main source of staff
- Secondments from Partners good source of staff – also improves alignment with other Partners



(1) Must follow host rules and regulations unless stated otherwise in MoU

(2) Memorandum of Understanding

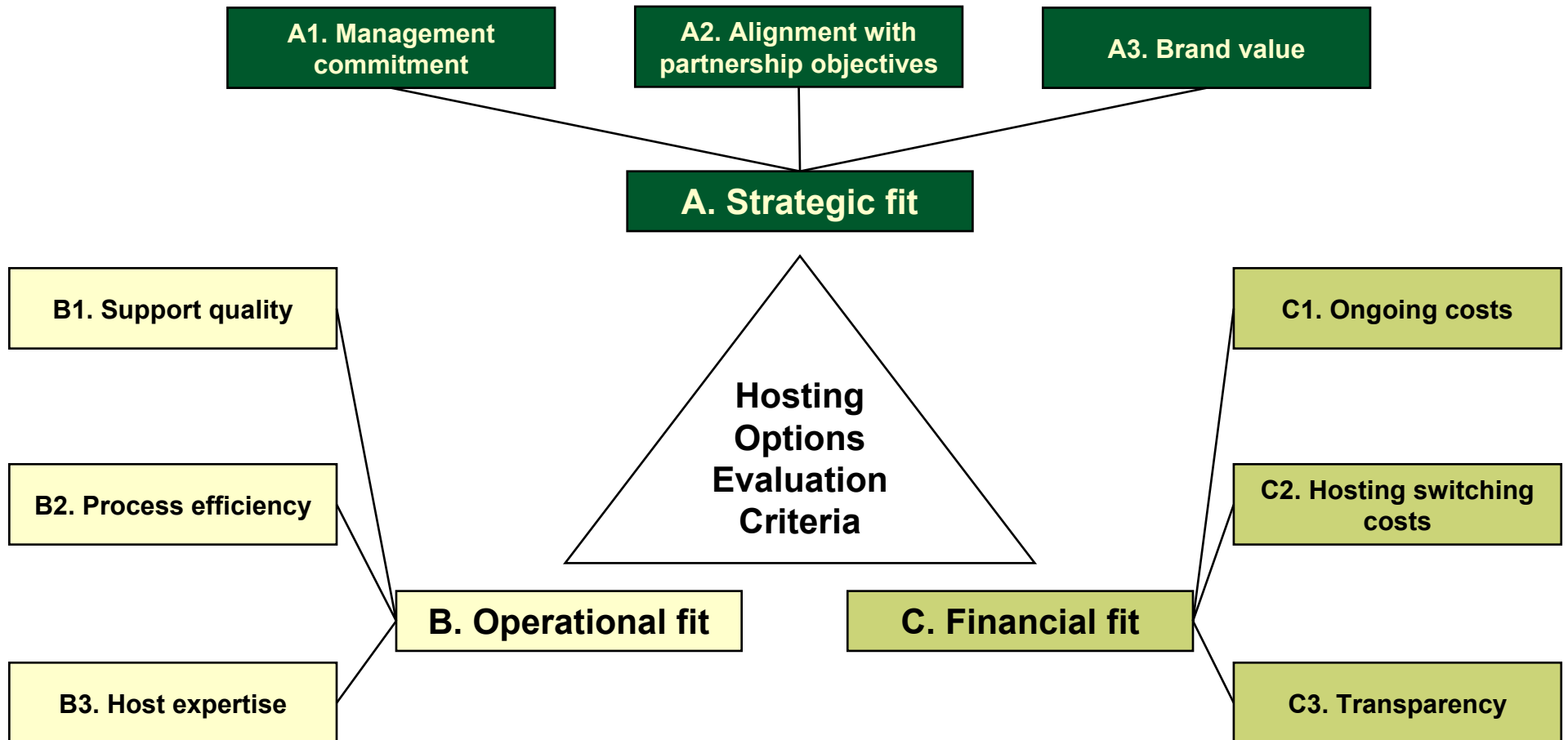
OVERALL APPROACH FOR EVALUATING AND IMPROVING SECRETARIAT HOSTING ARRANGEMENT



Ultimate goal is to recommend how to increase hosting efficiency and effectiveness

SUGGESTED CRITERIA FOR EVALUATION OF HOSTING OPTIONS

Evaluation To Be Concluded Along Three Dimensions



HOSTING EVALUATION CRITERIA

Strategic Fit

Criteria	Definition	Criteria assessment	Importance
A1. Management commitment	Commitment of host management to the Partnership and to an independent secretariat	Degree of commitment from host executive management (e.g. through explicit statements and MoUs with other Partnerships)	1
A2. Alignment with partnership objectives	Degree of alignment between host objectives and targets with partnership objectives and targets	To what degree is the host supporting the objective of scaling-up for impact in the field of malaria	2
A3. Brand value	Value gained from being able to leverage the brand of the host	Legitimacy derived from association with host Potential conflict between host and RBM brand	2

1	Critical → Showstopper	2	Important → significant impact	3	Nice to have → Workaround available
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HOSTING EVALUATION CRITERIA

Operational Fit

Criteria	Definition	Criteria assessment	Importance
B1. Support quality	The quality of support gained through hosting arrangement, including infrastructure, facilities, shared functions, geographic location etc.	<p>Size of host organization in relevant geographies</p> <p>Quality of HR/Finance system and office</p>	2
B2. Process efficiency	Clarity of roles (differentiation) and possibility to let secretariat operate efficiently, e.g. efficiency in decision making, communication processes, etc.	<p>Similarity of host and Secretariat activities</p> <p>Host MoUs with other Partnerships</p>	2
B3. Host expertise	Value gained from being able to leverage host expertise	Link between host core functions and core functions of the host	3

1	Critical → Showstopper	2	Important → significant impact	3	Nice to have → Workaround available
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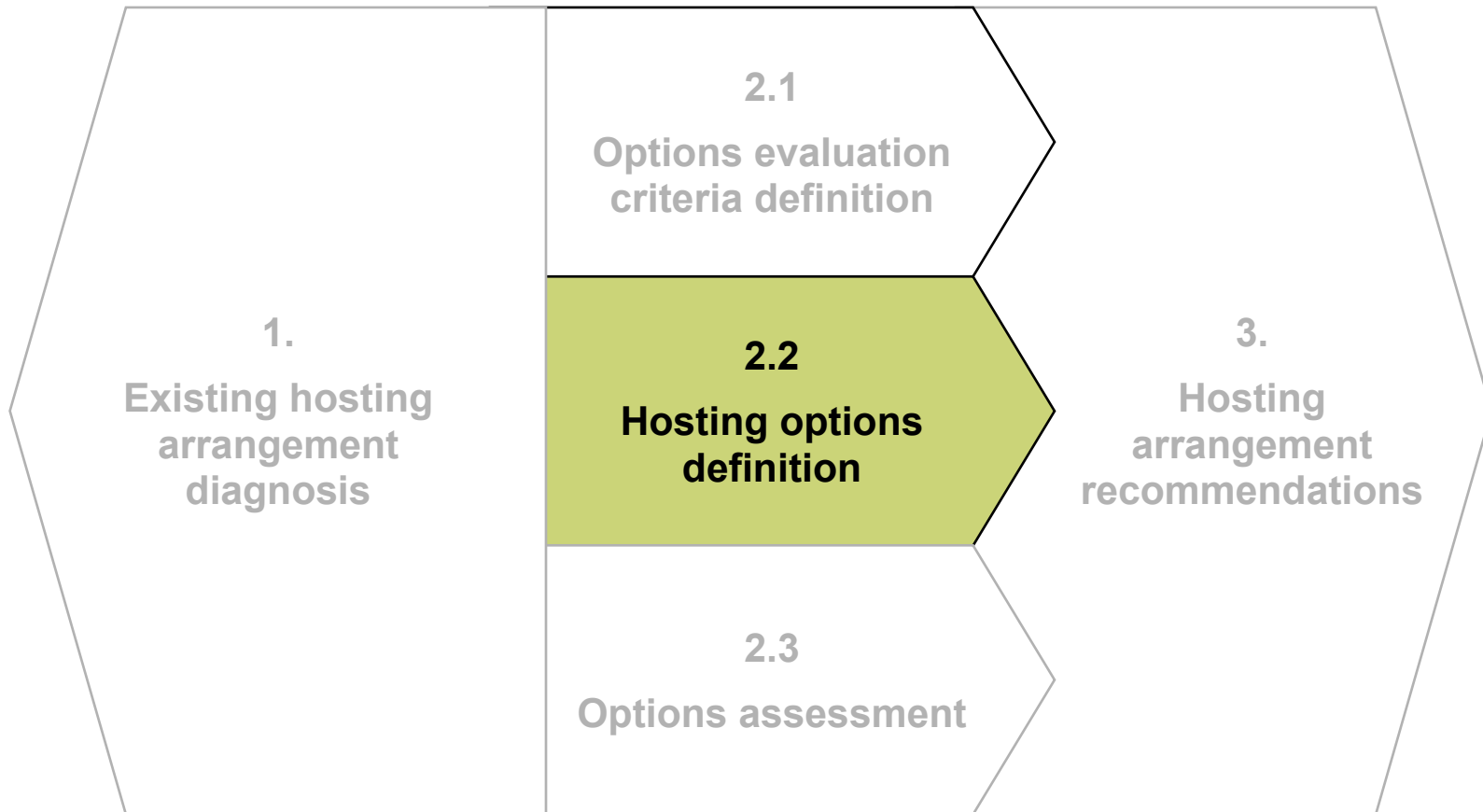
HOSTING EVALUATION CRITERIA

Financial Fit

Criteria	Definition	Criteria assessment	Importance
C1. Ongoing costs	The costs for maintaining ongoing hosting arrangement, including fees for facilities etc.	Host admin charge to other Partnerships	2
C2. Hosting switching cost	One time transactional cost related to establishing or re-establishing the hosting arrangement, including down-time cost, moving costs etc.	Distance, country, and if UN agency	3
C3. Transparency	Host ability to provide financial transparency and efficient financial processes	Host ability to provide financial services to other Partnerships	2

1	Critical → Showstopper	2	Important → significant impact	3	Nice to have → Workaround available
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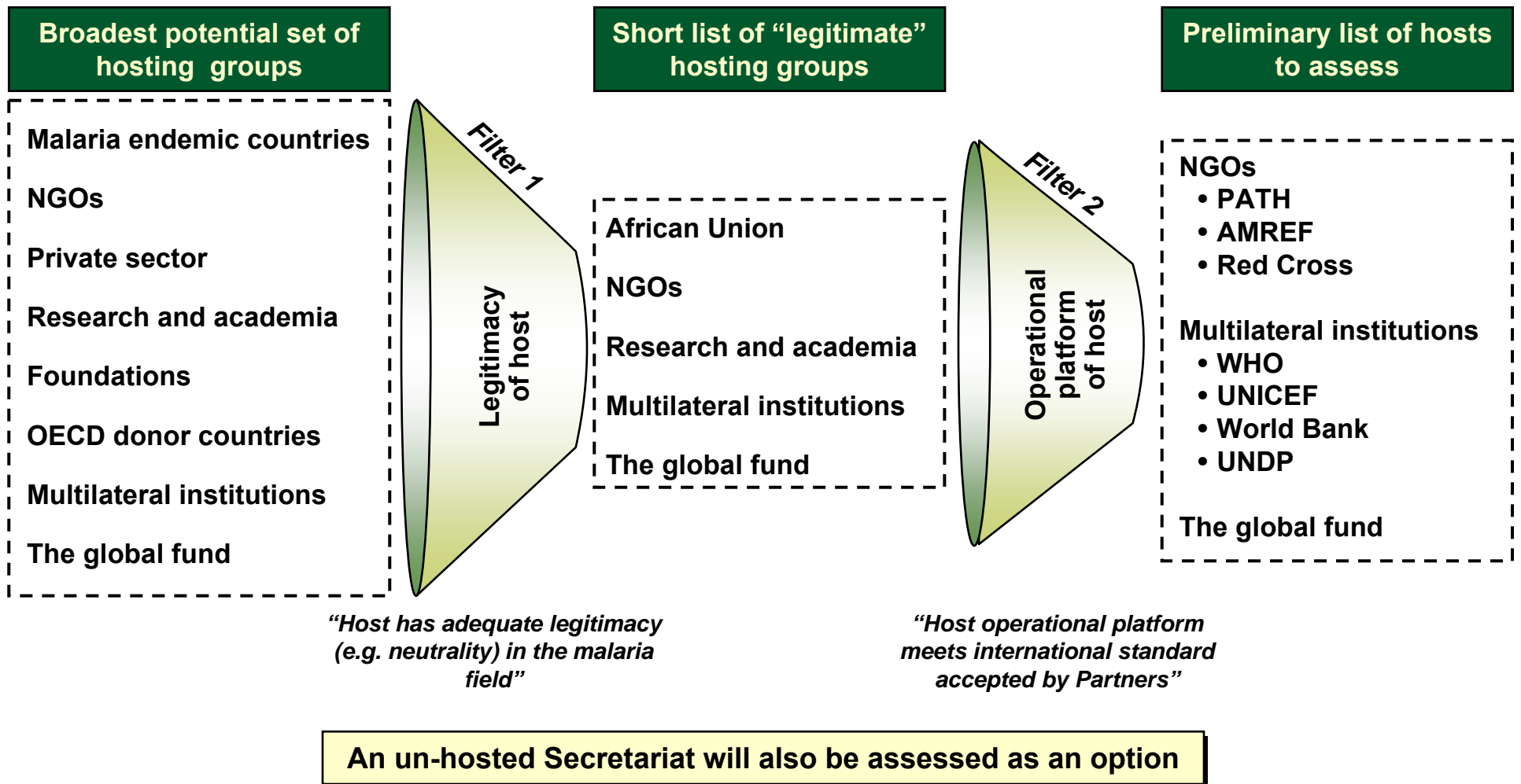
OVERALL APPROACH FOR EVALUATING AND IMPROVING SECRETARIAT HOSTING ARRANGEMENT



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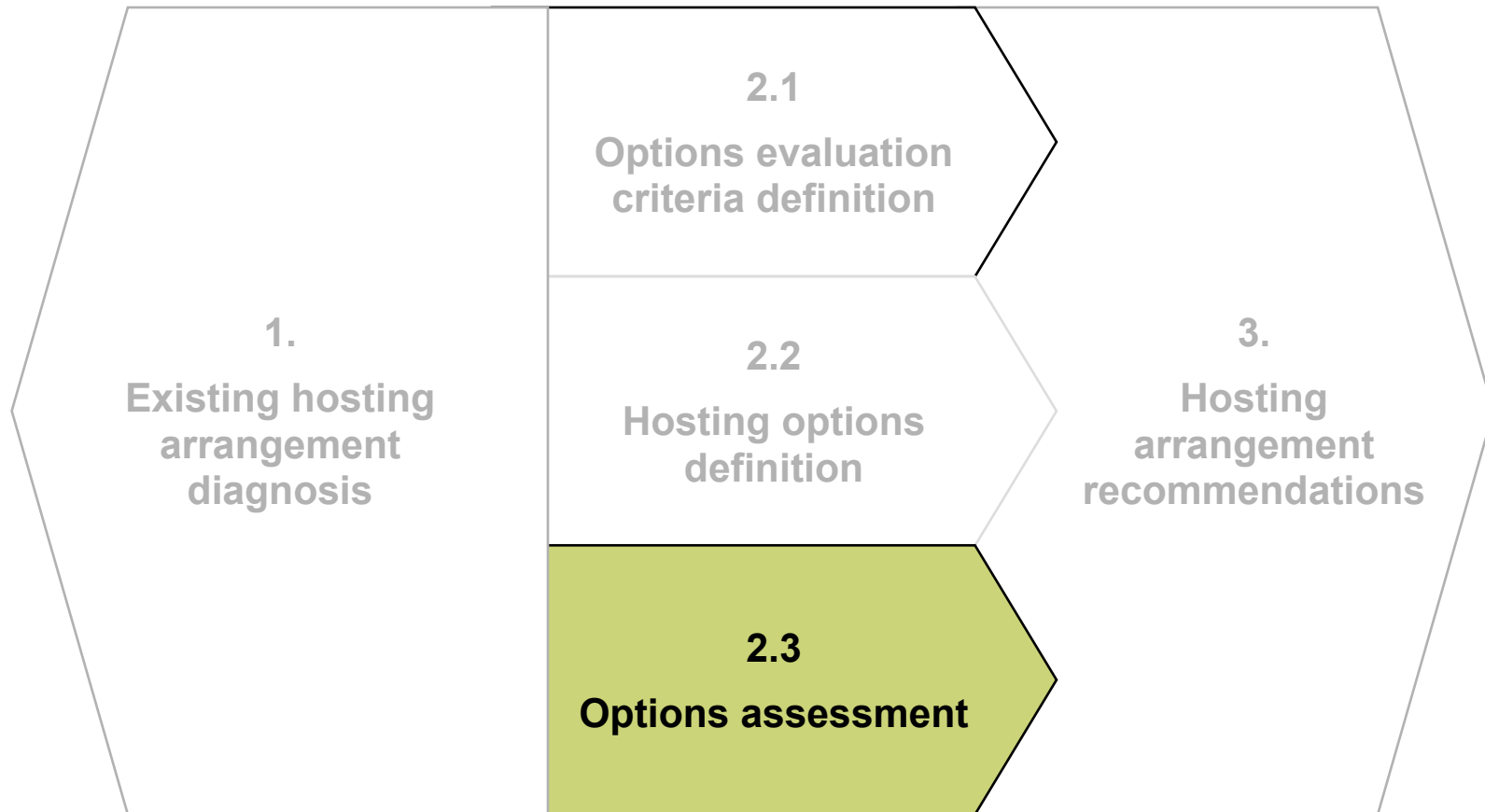
INITIAL SCREENING TO GET PRELIMINARY LIST OF OPTIONS

Hosting Options Short-Listed Using Two Filters



SUGGESTED OVERALL APPROACH FOR EVALUATING AND IMPROVING SECRETARIAT HOSTING ARRANGEMENT

Simple Three Step Approach Suggested

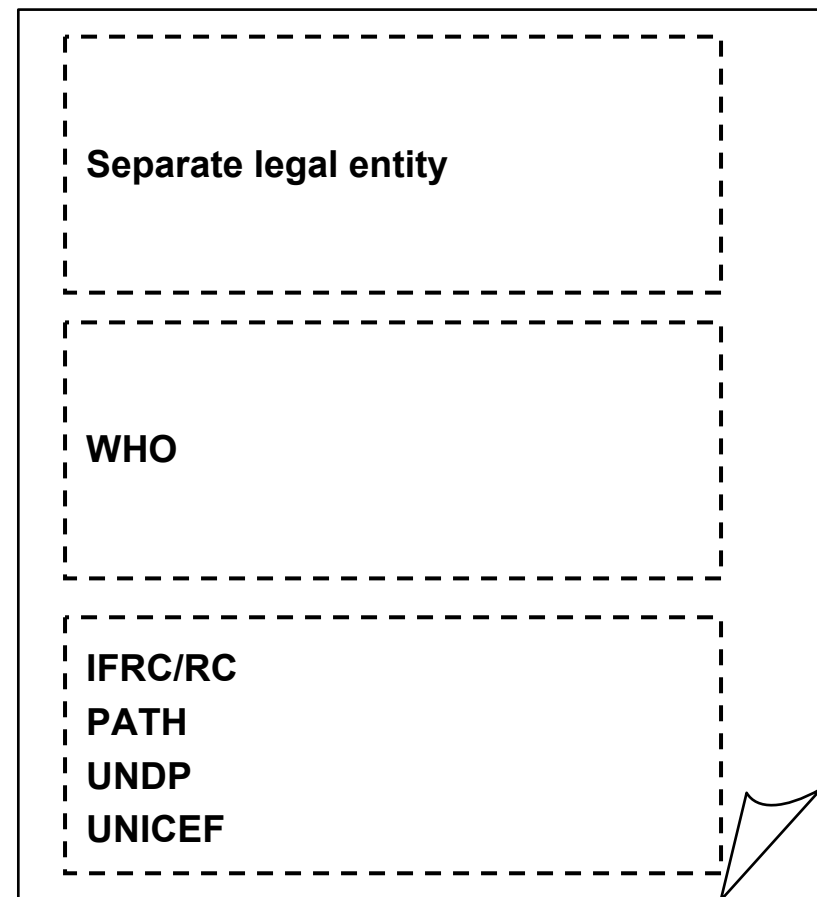
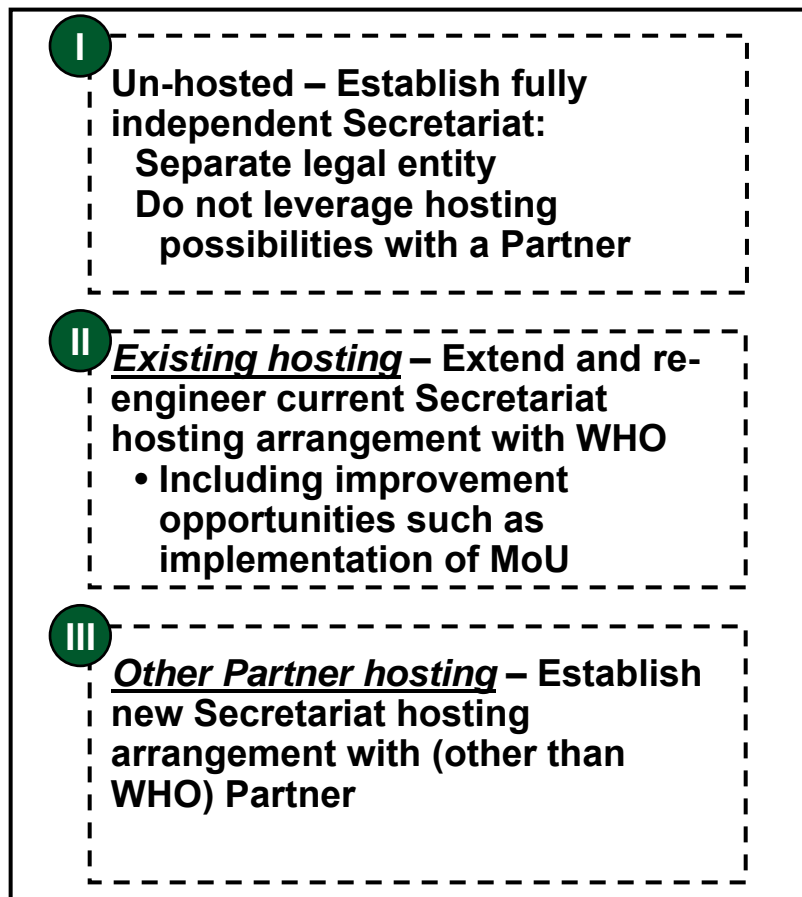


Ultimate goal is to recommend how to increase hosting efficiency and effectiveness

SIX HOSTING ALTERNATIVES REMAIN AFTER MANAGEMENT COMMITMENT REVIEW

Hosting setup options

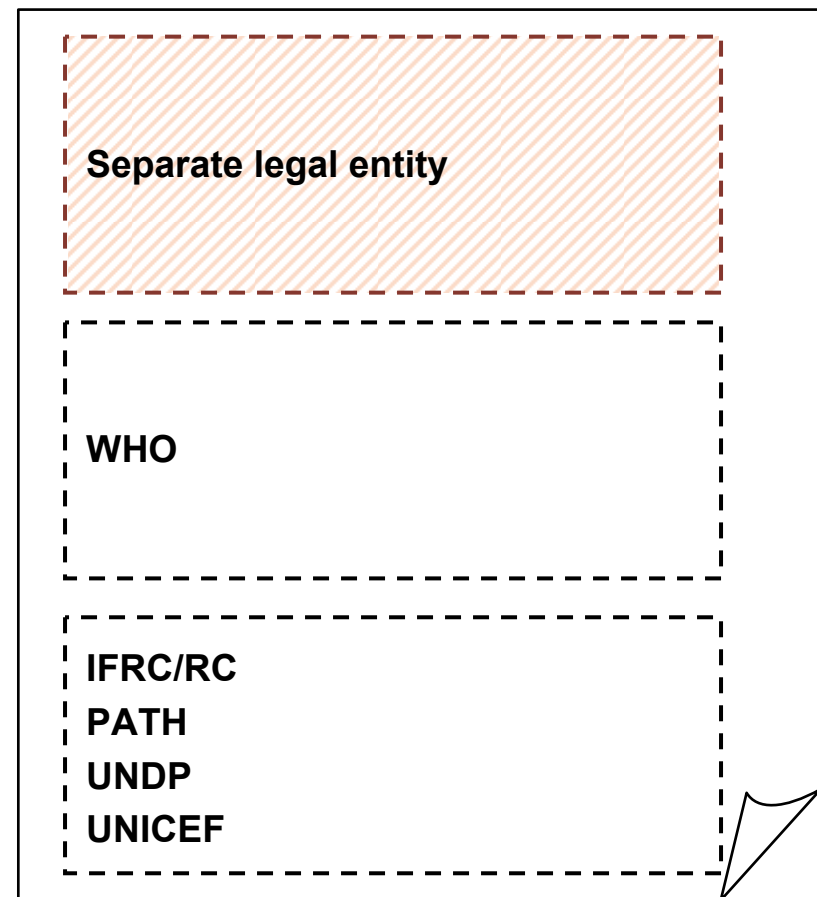
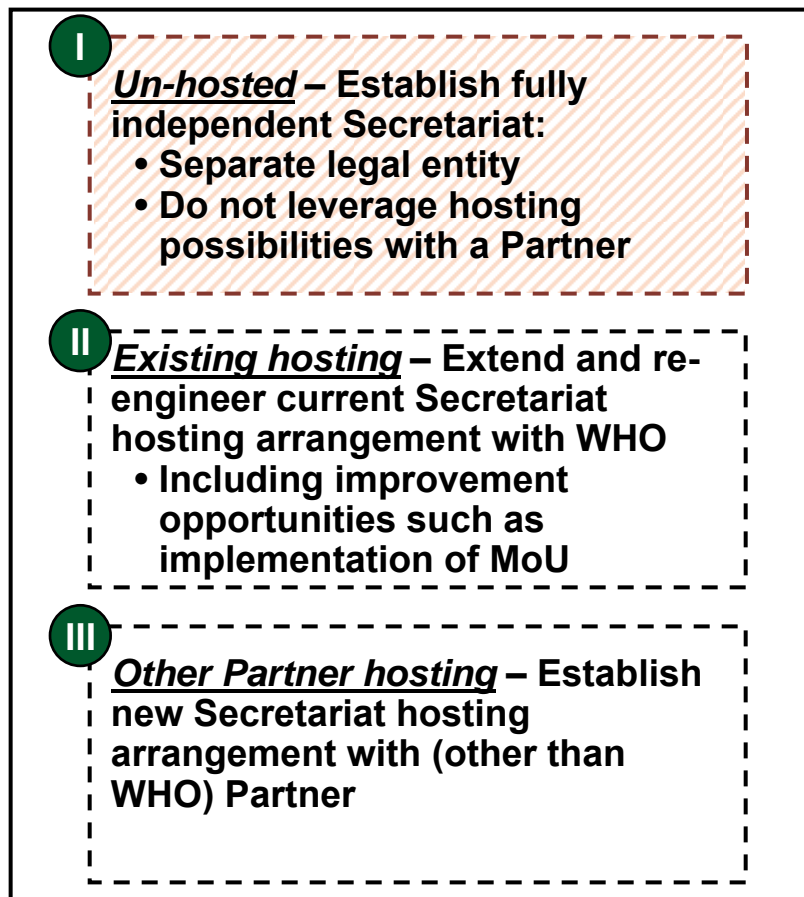
Identified host options



THE UNHOSTED OPTION IDENTIFIED AS AN POTENTIAL OPERATING PLATFORM FOR THE SECRETARIAT

Hosting setup options

Identified host options



DRAFT ASSESSMENT OF THE UNHOSTED OPTION

Executive Summary

During the 10th RBM Board meeting in July 2006, it was agreed upon to go ahead with the assessment of different hosting options, including an unhosted option, of the RBM Secretariat.

Initial assessments suggest that an unhosted Secretariat would lose some of the strengths of the current arrangement (image in community, attractiveness as employer) while also addressing some of the areas for improvement (unclear hosting arrangement, financial transparency, contractual principles). Furthermore an unhosted Secretariat is expected to meet all 9 hosting option evaluation criteria, except *Brand value* and *Host expertise*.

Initial estimates suggest that the unhosted option would be approximately cost neutral on an ongoing basis, i.e. the running costs of an unhosted Secretariat would be in the same range as in the current arrangement (ongoing direct cost would increase somewhat while ongoing indirect would decrease somewhat). A one-time switching cost of ~1 MUSD would largely constitute of compensation costs for lost pensions.

While New York and Washington D.C. offer lower running cost, Geneva offers several qualitative advantages (e.g. proximity to policy-making and to endemic countries), making it the most suitable location of an unhosted Secretariat






Suggested next steps are to i) refine and detail the initial assessment of ongoing direct, ongoing indirect, and switching costs, and ii) interview Secretariat staff from partnerships with unhosted Secretariats, e.g. MMV.

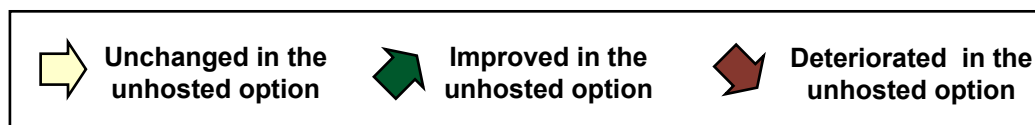
PARAMETERS FOR AN UNHOSTED RBM SECRETARIAT

- **The Secretariat would be an independent legal entity**
- **The Secretariat would own its facilities**
- **The Secretariat would be placed in proximity of one or more RBM partnership members**
- **The Secretariat would be organized as a Non Governmental Organization (NGO).**
 - **Would allow the Secretariat to avoid business start-up fees and taxation**
- **The Secretariat would have access to legal, financial, IT- and HR support.**

TOP-DOWN ASSESSMENT OF UNHOSTED OPTION BASED ON DIAGNOSIS OF CURRENT ARRANGEMENT





Strengths of current hosting arrangement

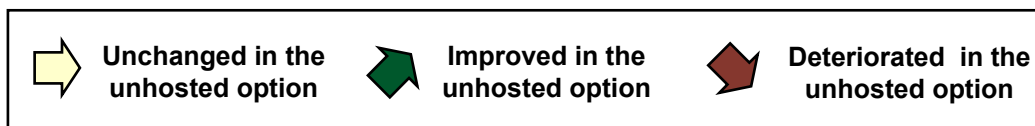
Areas of strength	Description	Explanation
1. Facilities, infrastructure and overhead support available and working properly	WHO infrastructure available to Secretariat <ul style="list-style-type: none"> • Space, IT, phone, accounting systems, etc. • Shared services with WHO give overhead support through scale advantages 	 The same services could be provided, although from different sources
2. Providing secretariat with access and image in the malaria community	Linkage to WHO gives “quality stamp” <ul style="list-style-type: none"> • E.g. access to endemic countries 	 The unhosted Secretariat would not be able to leverage the WHO brand
3. Proximity to policy making with potential for efficient and prompt communication and involvement	Geographical proximity to policy making and know-how (not only malaria specific) facilitates learning, coordination and involvement <ul style="list-style-type: none"> • Currently however not leveraged enough 	 An unhosted Secretariat placed in Geneva could have similar possibilities as at present
4. Proximity to key partners through physical presence in Geneva	Geographical proximity to many key Partners/players (WHO, UNICEF, GF, etc.) facilitates information exchange and involvement	 An unhosted Secretariat placed in Geneva should have similar possibilities as at present
5. Providing sufficient attractiveness to secretariat as an employer	WHO affiliation facilitates hiring of competent personnel <ul style="list-style-type: none"> • E.g. salary, benefits, brand, size, authorization of foreign employees, solid base for internal recruitments, laissez passé 	 The unhosted Secretariat would not be as attractive as if affiliated with WHO



TOP-DOWN ASSESSMENT OF UNHOSTED OPTION BASED ON DIAGNOSIS OF CURRENT ARRANGEMENT

Areas for improvement in current hosting arrangement

Areas of strength	Description	Explanation
1. Unclear roles and responsibilities between secretariat and GMP	History as one entity and several restructurings has lead to unclear boundaries <ul style="list-style-type: none"> Responsibilities in relation to each other never detailed and clarified 	 The roles of RBM and GMP still need to be clarified, regardless of how the Secretariat is hosted
2. Unclear and unspecified hosting arrangement agreement	Memorandum of understanding does not exist <ul style="list-style-type: none"> Responsibilities and “rights” never specified Dependant on interpretation 	 By becoming a separate entity, these problems would no longer exist
3. Financial transparency and processes	Cost authorization limited to 50 kUSD, limited transparency into own finances (into WHO financial system), lacking financial information flow, funding applications and receiving funds requires considerable internal bureaucracy (3-4 WHO internal approvals taking 3 weeks to 4 months)	 By becoming a separate entity, these problems would no longer exist
4. Employee contractual principles impacting possibility to maintain permanent staff and creates uncertainty	WHO general ruling makes permanent staff costly (benefits, etc.) and enforces quotas Non-permanent staff 5+6-principle and 44-out principle	 In the unhosted option, WHO policies would not need to be applied
5. Perceived as costly – i.e. 13% add-on on spending charged as WHO admin fee	Compensation for space, furniture, heat, electricity, security, photocopiers, IT services, phone systems (not bills), finance (system/process), HR (system/processes) and other office related services	TBD The cost of the services in the unhosted option need to be further assessed



TOP-DOWN ASSESSMENT OF HOSTING CRITERIA

	Criterion	Importance	Unhosted option assessment	Explanation
A. Strategic fit	A1. Management commitment	1	<input checked="" type="checkbox"/>	With an independent Secretariat, the management commitment criterion would be met
	A2. Alignment with partnership objectives	2	<input checked="" type="checkbox"/>	The Secretariat would not need to align its objectives with any individual partner of the Partnership
	A3. Brand value	3	<input type="checkbox"/>	The brand value of WHO would be lost but the criterion of alignment between the two brands would be met
B. Operational fit	B1. Support quality	2	<input checked="" type="checkbox"/>	In the unhosted option, external legal and IT support is combined with recruitment of HR and economists
	B2. Process efficiency	2	<input checked="" type="checkbox"/>	An independent Secretariat can set its own pace in decision-making and efficiency
	B3. Host expertise	3	<input type="checkbox"/>	An unhosted Secretariat would not be able to leverage host expertise
C. Financial fit	C1. Ongoing costs	2	<input type="checkbox"/>	Whether an unhosted option would alter the ongoing costs or not needs to be further analyzed
	C2. Switching costs	3	<input type="checkbox"/>	The costs of moving the Secretariat need to be explored
	C3. Transparency	2	<input checked="" type="checkbox"/>	The host financial transparency criterion would be met in an unhosted option

COST ASSESSMENT MUST COVER THREE CATEGORIES OF COSTS

1. Ongoing direct costs

Personnel

- Salaries
- Statutory plans
- Other benefits
- Employee income tax

Travel costs

Events (e.g. Partner forum)

Urgency fund

Other (e.g. translation, phone)

Initial assessment:
~950 kUSD/year increase due to additional cost of employee income tax

2. Ongoing indirect costs

Rent

Utilities

- Electricity
- Security
- Telecom/Web/Fax
- IT-support
- Legal support
- Facilities Maintenance
- Office material
- VAT

Initial assessment:
~33% reduction in costs when paying market prices for the included services

3. One-time switching costs

Compensation for lost pensions (Breaching of current employee-WHO contracts results in lost pensions)

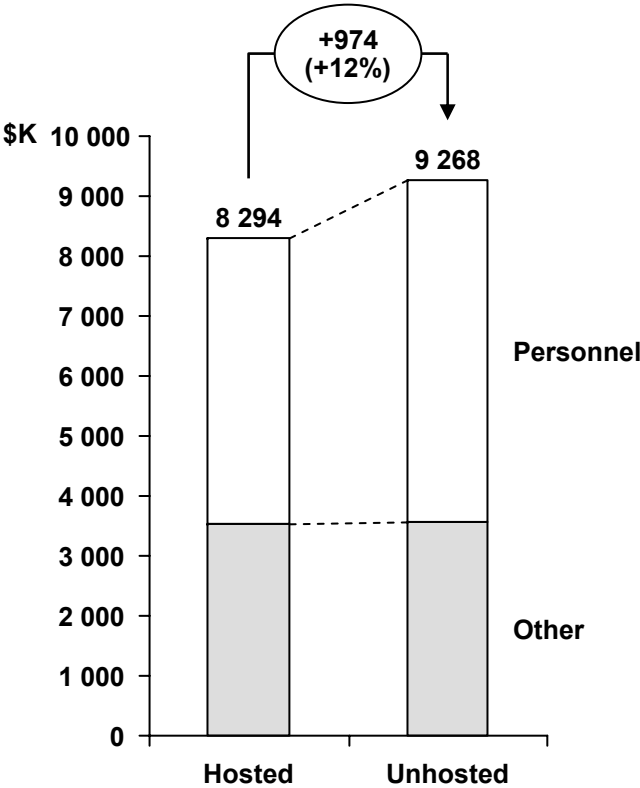
Change of location

- Relocation of material
- Relocation of staff
- Recruitment of new staff
 - Finance
 - HR

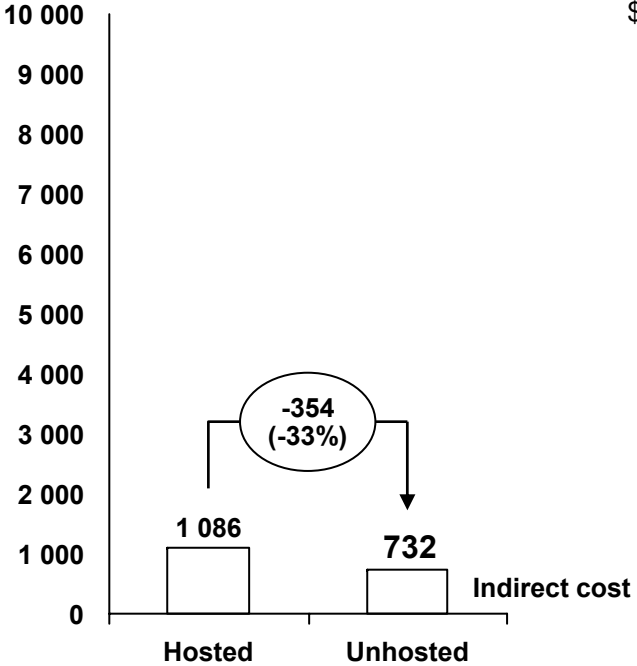
Initial assessment:
~ 1.2 MUSD, largely due to compensation for lost pensions

COST ANALYSIS OF HOSTED VS. UNHOSTED OPTIONS

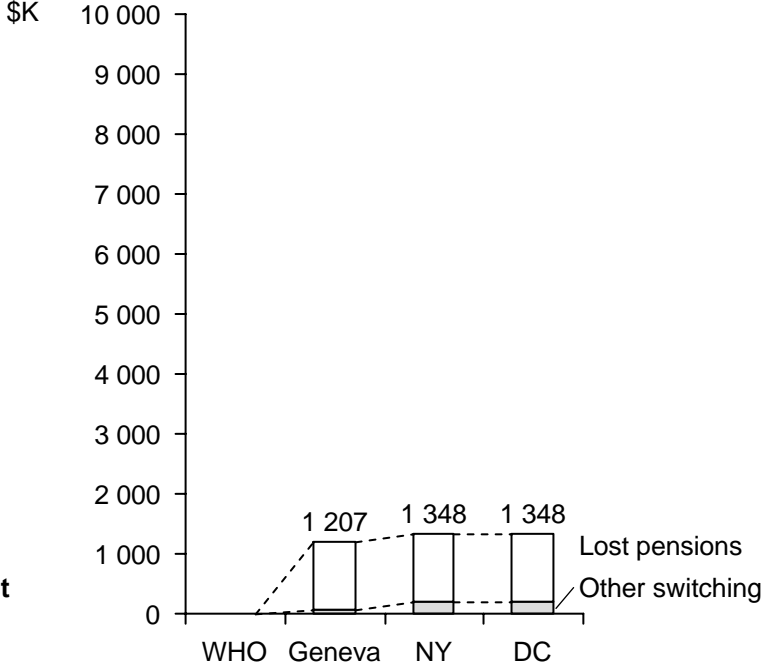
Ongoing direct costs



Ongoing indirect costs

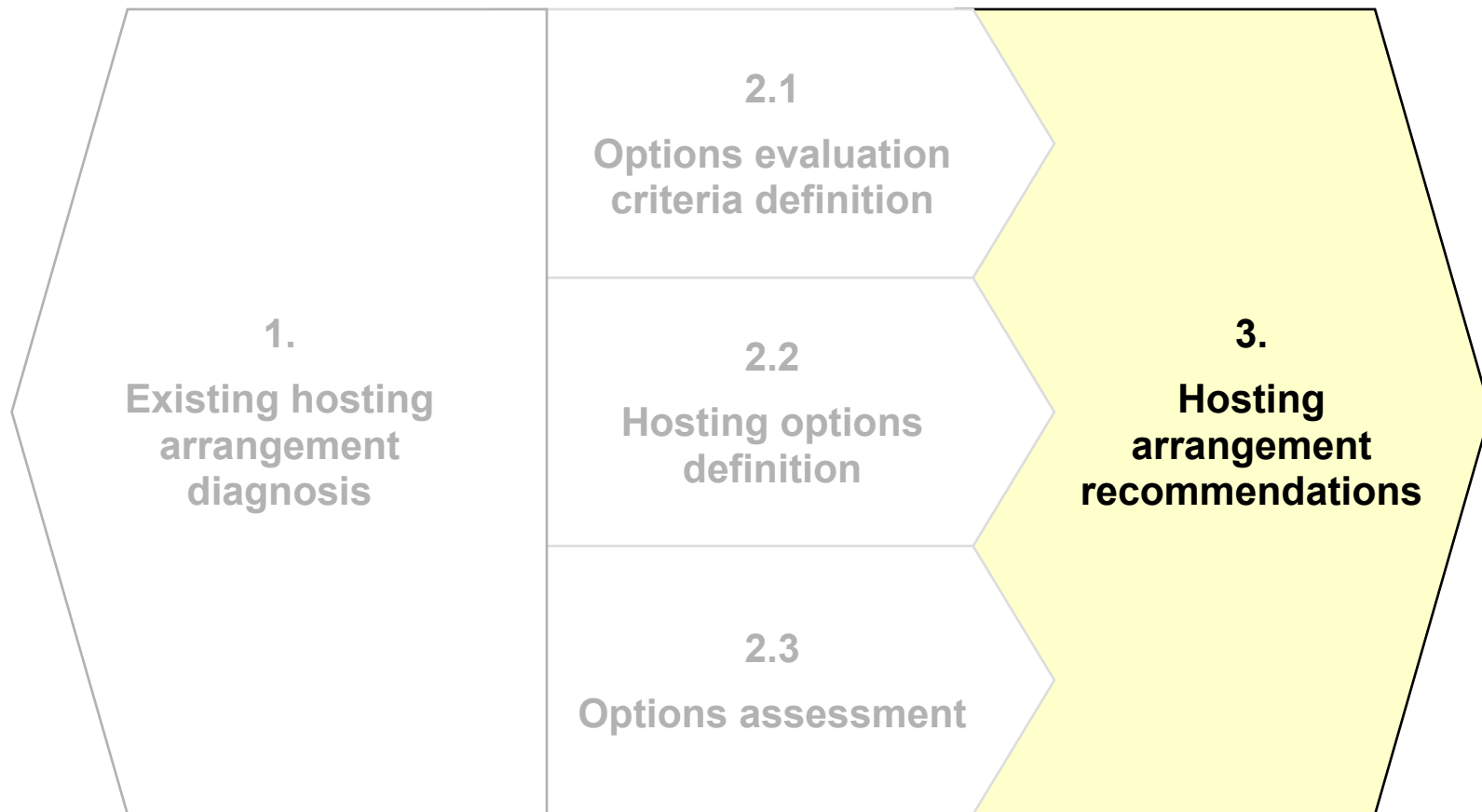


Switching costs



SUGGESTED OVERALL APPROACH FOR EVALUATING AND IMPROVING SECRETARIAT HOSTING ARRANGEMENT

Simple Three Step Approach Suggested



Ultimate goal is to recommend how to increase hosting efficiency and effectiveness

RBM/WHO MOU FRAMEWORK (I)

MoU Section	Description
Preamble	Preamble
Article 1	Goals and structure of the Roll Back Malaria Partnership
Article 2	Hosting arrangement
Article 3	Operations of the Partnership Secretariat
Article 4	Recruitment of Executive Director and staff of the Secretariat
Article 5	Financial matters
Article 6	Fees and costs
Article 7	Adaptations and exceptions
Article 8	Dissolution of the Partnership

Standard article
 Article referring to founding documents
 Article likely to have impact on Secretariat operations

RBM/WHO MOU FRAMEWORK (II)

MoU Section	Description
Article 9	Entry into force, expiration, termination or amendment of MoU
Article 10	Change in hosting arrangement
Article 11	Communications, website, logo, and copyright
Article 12	Final provisions
Annex A	Fee structure

Standard article
 Article referring to founding documents
 Article likely to have impact on Secretariat operations

MoU signed 15 December, 2006; analysis of other hosting options to continue