

Roll Back Malaria (RBM) Partnership  
Terms of Reference (TOR): Organizational/management consultant  
January 17, 2006

**RBM PARTNERSHIP AND SECRETARIAT:  
Operationalizing New Core Functions, Accountabilities & Performance Measures**

**BACKGROUND:**

The RBM Partnership Board met from November 20-21, 2005 in Yaounde, Cameroon. The agenda included Board consideration of the RBM Partnership Secretariat (RPS) 2006 Work Plan and Budget. Prior to the Board meeting, personnel changes in the malaria section of WHO prompted a re-examination of a number of administrative and management issues related to the location, functioning, role, performance, and responsibility of the RPS.

In a closed session devoted to an examination and assessment of the performance and functioning of the RPS, the Board discussed many of these issues frankly and openly. The Board noted that the efficient functioning of the Secretariat was constrained by the timing of release and actual availability of resources in support of Secretariat functioning. Issues of RPS administration and management related to the hosting arrangement with WHO were discussed. The Board noted that with the recent successful development and publication of the RBM Partnership Global Strategic Plan and the results of the Partnership Forum that immediately preceded the Board meeting, the RBM Partnership was entering a new and critical phase. In addition, recent developments have resulted in a rapidly changing funding landscape with the advent of significant funding from the Global Fund to Fight AIDS, Tuberculosis and malaria, announcement of the World Bank Booster program, the U.S. President's Malaria Initiative (PMI) in Africa, and new commitments to malaria by the Gates Foundation.

The Board discussed all these issues in some detail, and formally adopted a revised set of core functions for the RPS (attached). The Board recognized that formal adoption of a set of core functions for the Secretariat, and a better delineation of roles, responsibilities, and reporting relationships between the Board, the Secretariat, and the WHO malaria department, would facilitate better understanding among all parties and make it possible to reach the ambitious goals set out in the RBM Partnership Global Strategic Plan.

**TERMS OF REFERENCE:**

The Board will engage an organizational/management consultant early in 2006 to advise it on the steps necessary to operationalize the core functions for the RPS; suggest appropriate lines of authority between the Secretariat, Board, and RBM partners; and establish an accountability framework for all parties. This will include providing a report, recommendations, and ongoing consultation and support to the Board throughout the redesign and implementation process, estimated to occur over 6-9 months.

Dimensions of the required assessment and recommendations:

1. Prepare summary of Board feedback on recent RBM Secretariat performance;
2. Summarize organizational and management lessons learned from other global partnerships regarding Secretariat/Board roles, responsibilities, functions and performance, as it applies to goals of this assessment

3. Examine the list of core functions as developed by the Board and make recommendations for any revisions (if necessary) based on organizational theory or best practice approaches of similar partnerships;
4. Prepare draft mission/vision statement for the RBM Secretariat based on the core functions developed by the Board that clearly delineates its value added;
5. Develop an accountability framework including deliverables and specific measurable indicators for RBM Secretariat performance [based on core functions;]
6. Develop appropriate profile for RBM Secretariat staff based on core functions;
7. Recommend process to develop an annual work plan and budget for the RBM Secretariat that takes into account actual funding realities and modalities;
8. Recommend criteria for evaluating the performance of the RBM Board itself, including measurable indicators;
9. Recommend process to clarify administrative, reporting, and organizational relationships between WHO and the RBM Secretariat.

Based on the TOR outlined above, the consultant will prepare a report and recommendations covering the following dimensions:

1. Understand and incorporate Board Feedback on recent RPS performance

At its meeting in Cameroon, the RBM Board in closed session discussed its own perceptions of recent performance of the RBM Secretariat (RPS). Starting with the Board Chair, the consultant will contact as many Board members as necessary to capture and outline the main points discussed by the Board. Where possible, recommended actions to strengthen positive aspects, and correct negative aspects of performance. This should be tied to the other sections of the report as appropriate. The consultant should focus on performance over the last year and on the content and process for future performance assessments of the RPS beginning in 2006.

2. Apply lessons learned from other Global Health Partnerships

The consultant will talk with RPS staff, Board members and Partners as necessary involved in (at a minimum) the Stop TB Partnership (STB), the Global Fund to Fight AIDS, Tuberculosis and Malaria (GF), and The Global Alliance for Vaccines and Immunization (GAVI). To the extent possible, the consultant should use existing sources of information (such as a report on this subject by DFID), supplemented by direct contact to confirm information. The report will contain relevant information on best practices and lessons learned regarding the roles, responsibilities, and performance of the Secretariats and the Boards of these respective partnerships. Other partnerships with relevant lessons learned can be included as determined by the consultant. Key deliverable is a roadmap to incorporate successful features of other global health partnerships into this organizational redesign.

3. Confirm RPS core functions as developed by the Board

At its meeting in Cameroon, the Board developed and adopted the attached list of RPS core functions. An outside, expert view of this list from the consultant's perspective would be helpful to the Board. Based on experience, knowledge, and best practice approaches of similar organizations elsewhere, the consultant should examine the core functions, flesh them out in more detail if necessary, identify gaps, or suggest other areas

as appropriate. In completing this work, the consultant will interview and consult with RPS and WHO malaria department staff to determine causes of misunderstandings and attempt to clarify functions and relationships. Major revisions are not expected, but an expert view, particularly with the accountability framework in mind, would be helpful to the Board.

For example, given the changing funding environment as noted in the Background above, the convening and coordination function of the Secretariat has become even more critical to making the best use of the additional resources now available. In this case, the consultant should suggest specific actions that the Secretariat could take with associated indicators of success by which to measure progress.

The consultant should pay special attention to the role, function, reporting relationships and accountability for the sub-regional networks (SRNs) vis a vis the Secretariat. The Board is particularly interested in recommendations for how the SRNs can best be structured, supported, and paid for (eg. are staff considered part of the Secretariat; who pays and supports them; what is their relationship to WHO ICTs and other partner efforts and staff, should this function be “outsourced” to partners or other specialized entities, and if so, how does the Secretariat support and coordinate efforts, and engage with the SRNs, etc?). The Board has already discussed this issue and made some decisions on these issues in previous meetings. The consultant will examine these decisions in the context of the overall assessment and make recommendations to adopt or modify these earlier agreements.

#### 4. Document RBM Secretariat value added/comparative advantage

One of the issues discussed at the recent Board meeting was confusion of functions between the RBM Board, Secretariat, WHO, and other RBM Partners. This led to a discussion and eventual agreement on a draft set of core functions for the Secretariat (attached). Based on this set of functions, and following discussions with RPS staff, Board members and other partners, the consultant will develop a short, draft mission statement for the Secretariat that can be presented to the Board for adoption. The consultant will include a short section following the statement that provides justification for this statement.

#### 5. Define RPS accountability framework

Based on the core functions for the RPS developed by the Board (attached) and operating principles developed through this assessment, the consultant will develop an accountability framework including deliverables and specific measurable indicators to assess RPS performance in the future. Of particular interest will be organizational and management indicators that the Board can use to assess Secretariat functioning, and not necessarily programmatic or malaria-specific indicators that are more relevant to country-level programs. The consultant will seek input and discuss findings and recommendations with RPS and WHO malaria department staff.

At least one indicator with a baseline (or suggested methodology to determine a baseline) and targets over at least five years will be developed for each major category of the list of core functions. In addition, the consultant will suggest a process and reasonable time frame for a first “trial assessment” of the Secretariat based on the framework. The goal is

to implement an annual performance assessment methodology that is embedded in the routine planning and budgeting cycle undertaken by the Board and Secretariat.

#### 6. Develop RPS Resourcing Profile

Based on the core functions adopted by the Board, and the present number of professional and support staff, the consultant will develop a suggested ideal profile for the RPS for consideration by the Board. Based on the ideal profile, the consultant will provide an analysis of the fit with existing staff. This should take into consideration the anticipated workplan and budget of the RPS. In making recommendations the consultant should carefully consider and examine the possibility of “outsourcing” some specific core functions that could best be “purchased” from sources with specialized expertise instead of handling directly in-house. In developing recommendations, the consultant will seek input from RPS and WHO malaria department staff.

#### 7. Identify Process for development of RPS budget and associated work plan

The Board noted that the Secretariat has been constrained in planning its operations and fulfilling the objectives of the Partners by uncertainty on the amounts and timing of Partner contributions to the Secretariat budget. In the context of the existing RBM partnership and its funding processes and modalities, the consultant should outline the realities of mobilizing resources in support of the RPS, and suggest a methodology to develop and seek Board approval of an annual RPS budget. Recommendations should be included on how to develop a clear budget in direct support of the core functions, possibly connected to additional supplemental resources supported by Partners that the RPS might be responsible for advocating for and coordinating. Information on how this process is managed in other Global Health Partnerships (see 2 above) may be helpful.

#### 8. Provide Assessment of RBM Board governance structure effectiveness and performance

Based on the agreed upon functions of the RBM Board, the consultant should develop a methodology and suggest a process by which the Board can assess its own performance to date and into the future. This may require the development of indicators and a methodology for collecting information on them, if this has not already been done. If there is no information upon which to base an assessment, the consultant should discuss past Board performance with Secretariat staff, Board members and RBM partners. The objective is to define the governance structure, processes, and evaluation criteria for ensuring effective Board governance on behalf of the Partnership.

#### 9. Relationship between WHO and the RBM Secretariat

The Board at its most recent meeting in Cameroon agreed on principles that should form the foundation of the administrative, organizational, and management relationships between WHO and the RPS. The consultant should discuss this framework with RPS staff, Board members, and WHO, and recommend a definitive solution, based on the agreed upon principles on appropriate hosting arrangements for the Secretariat at WHO. The recommended terms of the RPS hosting arrangement with WHO should be precisely defined and provide the enabling foundation to fulfill partnership goals regarding RPS effectiveness and aligned with Board governance principles.

## **ATTACHMENT**

### **Draft Core Functions: RBM Partnership Secretariat**

- 1. Global advocacy and communications:**
  - Lead global advocacy (resources, commitment and accountability);
  - RBM brand management and ownership.
- 2. Collate and disseminate information relating to partnership progress:**
  - Periodic reporting of Partnership progress related to implementation of the Global Strategic Plan;
  - Promote sharing of evidence on best practices across the Partnership.
- 3. Coordination:**
  - Facilitate the development of the Partnership work plan, including responsibilities of each partner and accountabilities;
  - Convene periodic partnership meetings where all constituencies harmonize action, coordinate strategies and discuss key issues;
  - Facilitate active management of communication between partners.
- 4. Support the sub-regional networks (SRNs) to mobilize adequate political and financial resources:**
  - Clarify terms of references, linkages and relationships between SRNs and WHO ICTs.
- 5. Information to support supply chain management:**
  - Coordinate and disseminate information on the entire supply chain from forecasting to effective use;
  - Clarify strengths and weakness, accountability gaps and devise plan for improving current system
- 6. Country level support:**
  - Support multi-partner missions such as REAPING;
  - Play a strong role in support of countries to ensure adherence by partners to the Three Ones approach;
  - Play an advocacy role in support of national malaria managers when requested;
  - Facilitate information sharing and help to identify partners that can respond to country needs to accomplish RBM objectives, where possible through SRNs (direct technical support is not within the mandate of the Secretariat).
- 7. Servicing the Board, and its other organs including working groups and sub-committees**