



SUBCOMMITTEE ON IMMEDIATE ACTION

Kickoff Meeting in Abuja

6-7 February, 2006

ABUJA MEETING AGENDA

Day 1

Session	Key topics	Time
Introduction	<ul style="list-style-type: none"> • Introductions of meeting participants • Terms of Reference • Proposed project approach • Objectives for Abuja 	9 – 10 am
Principles of successful partnerships	<ul style="list-style-type: none"> • Case studies • Strategies, structures and systems framework 	10 - 11 am
----- <i>Lunch (1.5 hours)</i> -----		
Applying partnership principles to RBM	<ul style="list-style-type: none"> • Selection of relevant principles • Definition – or meaning – for RBM • Current level of fulfillment • Barriers to improvement 	1:30 – 4 pm
Principles in action	<ul style="list-style-type: none"> • Analysis of RBM's historical response to scenarios • What response could be if principles fulfilled 	4 – 5 pm

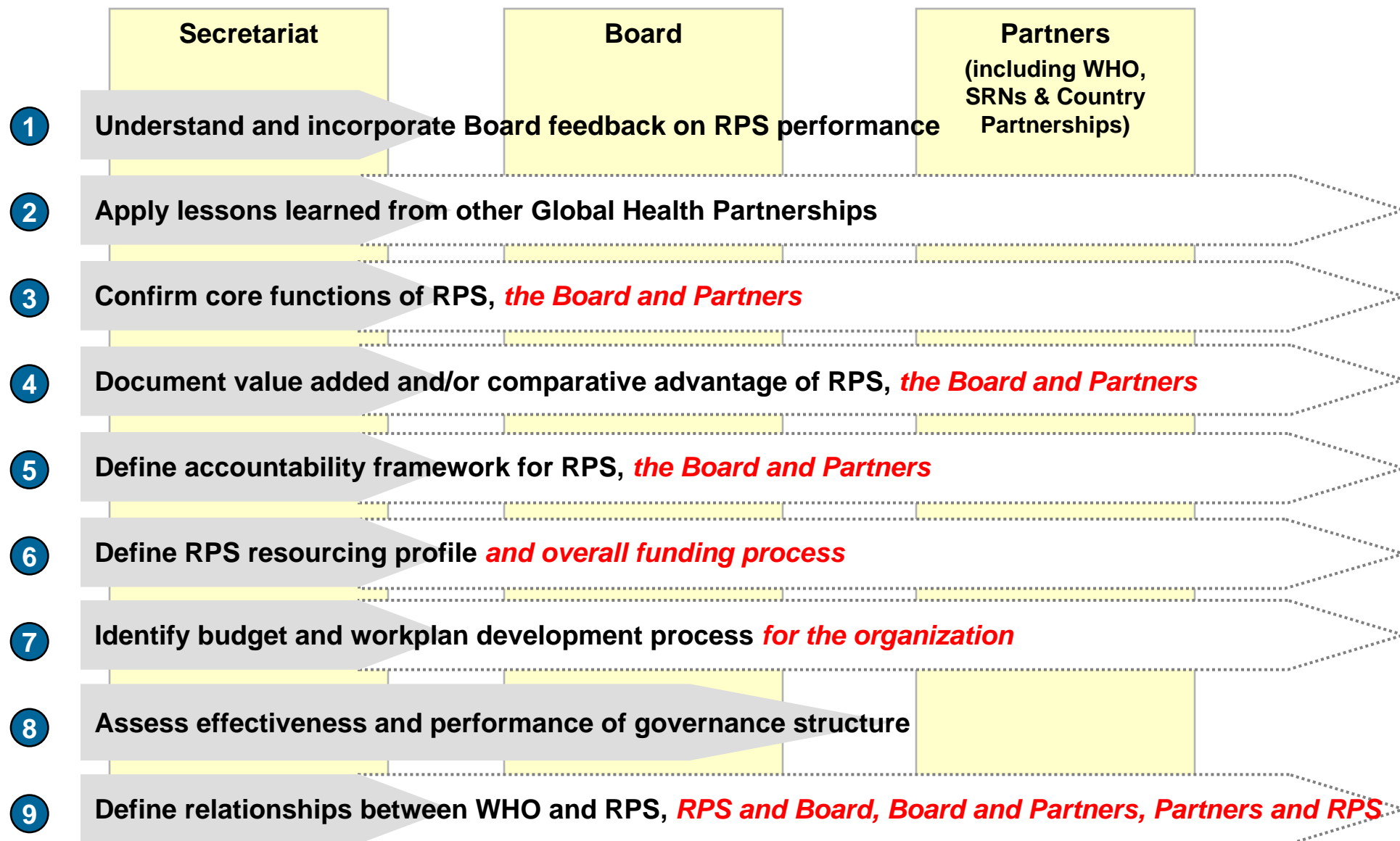
YOU HAVE ASKED US TO PARTNER WITH YOU IN CREATING AND SUSTAINING CHANGE

Terms of Reference

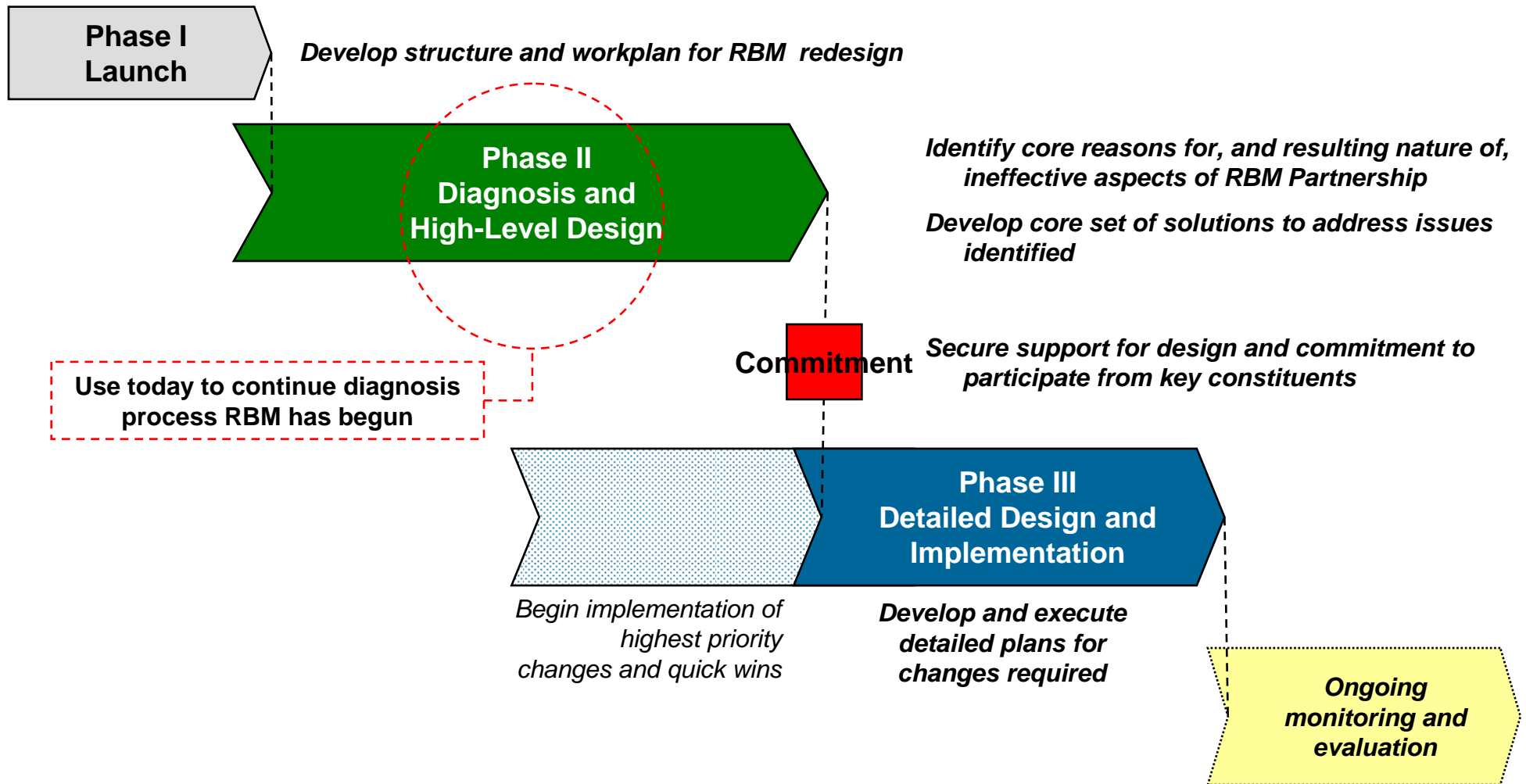
- 1 Understand and incorporate Board feedback on recent RPS performance**
- 2 Apply lessons learned from other Global Health Partnerships**
- 3 Confirm RPS core functions**
- 4 Document RPS value added and/or comparative advantage**
- 5 Define RPS accountability framework**
- 6 Define RPS resourcing profile**
- 7 Identify process for development of RPS budget and associated workplan**
- 8 Assess effectiveness and performance of RBM Board governance structure**
- 9 Define relationship between WHO and RPS**

TORs focus predominantly on the RBM Secretariat

TO EFFECTIVELY DELIVER THAT CHANGE, WE BELIEVE WE NEED TO LOOK ACROSS THE PARTNERSHIP...



...AND HELP DELIVER THE CHANGE ITSELF, NOT ONLY A RECOMMENDATION OF HOW IT SHOULD OCCUR



Change will occur in waves throughout initiative – not all at once

**OUR OBJECTIVE TODAY IS TO DEVELOP A CLEAR VIEW
OF THE BARRIERS TO THE PARTNERSHIP'S EFFECTIVENESS**
Propose Spending Tomorrow Discussing Project in Greater Depth

**Are there other objectives
you would like to accomplish
through this meeting?**

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CASE STUDIES HIGHLIGHT HOW PRINCIPLES TAILORED TO SPECIFIC CHALLENGES

Will discuss ...

Because ...

Global health
partnerships



- Most comparable to RBM
- Massive global public health challenge
- Realizing successes, gaining momentum
- Significant financial influence
- Committed board of senior leaders
- Strong leadership and accountability
- Learnings on coordination / trade-offs

Other global
partnership



- Global UN partnership
- Different model of membership
 - clear lines of authority
- Success at the country level

Private
sector
partnership



- Global partnership (16 partners)
- Coordination among quasi-competitors
- Complex operational and systems interface / integration

STOP TB FOCUSED ON ACHIEVING SHARED GOAL THROUGH SHARED VALUES

Partnership principles	Associated actions
Urgency	Commit to urgent action with commensurate massive resource support
Shared commitment	Share a commitment to reduce socioeconomic inequities exacerbating problem
Shared responsibility	All partners and nations must be efficient and individually accountable for actions
Inclusiveness	Seek inclusiveness across public/private spectrum, rich/poor spectrum
Consensus	Coordinate according to comparative strengths
Sustainability	Commit to effective and sustained action, emphasize strengthening national capacity
Dynamism	Seek innovative mechanisms supporting effective and concerted action

GLOBAL FUND PRINCIPLES INTENDED TO GUIDE EVERYTHING FROM GOVERNANCE TO GRANT-MAKING

Partnership principles⁽¹⁾

Associated actions

Clarity

Operate as a financial instrument, not implementing entity

Resource advocacy

Make available and leverage additional financial resources

Country ownership

Support programs that reflect national ownership

Inclusiveness

Operate in a balanced manner in terms of different regions, diseases and interventions

Coherent approach

Pursue an integrated and balanced approach to prevention and treatment

(1) Selected from a broader set
 Source: The Global Fund's Framework Document

THE WFP HAS ESTABLISHED 'MANAGEMENT PRIORITIES' TO ACHIEVE THEIR STRATEGY

Partnership principles

Associated actions

Prioritization	Prioritizing key organizations with whom to strengthen partnerships
Allocation of resources	Rigorous management of human resources
Measurement	Results-based management to create goal-oriented culture
Information	Strengthening knowledge base related to strategic priorities
Facilitate execution	Strengthening operational support services
Accountability	Increased transparency / accountability to increase efficiency
Communication	Communication and advocacy to increase awareness
Resource advocate	Increased resources for increased needs



PRINCIPLES FUNDAMENTAL TO VALUE STAR ALLIANCE CREATES FOR 16 AIRLINES AND THEIR PASSENGERS

Partnership principles

Associated actions

Coherent
organization

Common governance, transparent structure and lean processes

Aligned partner
objectives

Common vision and mission, common targets and aligned
business planning

Aligned partner
processes

Common understanding and support of process and
common project management approach

Aligned partner
infrastructure

Coordinated IT network and applications, shared facilities
and joint service providers

Mission: contribute to long-term profitability of all members beyond their individual capabilities

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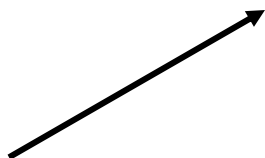
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SUMMARY: RANGE OF PRINCIPLES UNDERLIE SUCCESSFUL GLOBAL PARTNERSHIPS

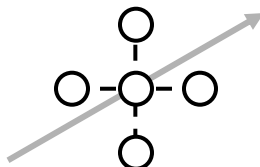
1) Strategy



How do we set direction?

- Clarify mission and role
- Ensure role coherence across the Partnership
- Create opportunity for leadership to inspire
- Specify deliverables
- Balance urgency and sustainability
- ...

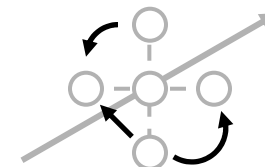
2) Structure



How are we organized?

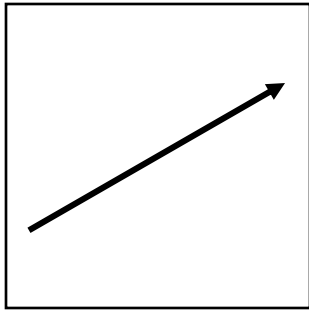
- Establish clear governance and control mechanisms
- Specify scope and roles for each key function
- Balance inclusiveness and effectiveness
- ...

3) Systems



How do we make it work?

- Ensure accountability
- Delineate decision-making process
- Optimize decentralization
- Reward performance with predictable resources
- Operate transparently
- ...



STRATEGIC PRINCIPLES

Principles

What would this mean
for RBM?

How well are we
executing today?

What barriers are
holding us back?

Clarify mission and
role

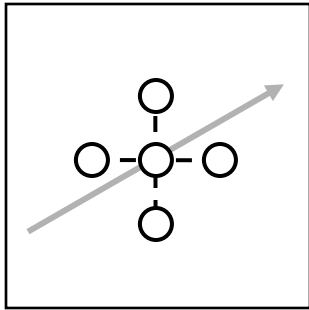
Ensure role
coherence across the
Partnership

Create opportunity for
leadership to inspire

Specify deliverables

Balance urgency and
sustainability

... others?



STRUCTURAL PRINCIPLES

Principles

What would this mean for RBM?

How well are we executing today?

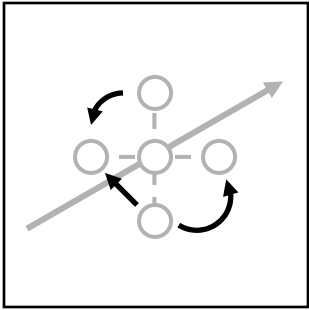
What barriers are holding us back?

Establish clear governance and control mechanisms

Specify scope and roles for each key function

Balance inclusiveness and effectiveness

... others?



SYSTEMS PRINCIPLES

Principles

What would this mean for RBM?

How well are we executing today?

What barriers are holding us back?

Ensure accountability

Delineate decision-making process

Optimize decentralization

Reward performance with predictable resources

Operate transparently

... others?

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ARTEMISININ MONOTHERAPY



World Health Organization

Overuse of malaria drug may spread the disease

20 January 2006

The best treatment for malaria may be in jeopardy, the World Health Organization warned yesterday, because of the way some pharmaceutical companies market the drug in poor countries.

The fear is that improper use of artemisinin will spur the malaria parasite to evolve to resist treatment with the compound, something that has happened to all previous malaria therapies.

Resistance "will be a major disaster," WHO malaria specialist Dr. Pascal Ringwald said. "If this occurs, we will have no drugs that can cure malaria anywhere for the next 10 years."

...

Associated Press



MSF says there is still a place for artemisinin monotherapy

24 January 2006

The NGO, Medecins sans Frontieres, has backed the World Health Organization's call to end marketing of the antimalarial, artemisinin monotherapy, to reduce drug resistance

However, it says there should not be a complete ban on artemisinin monotherapies as there are some medical situations that require their use. For instance, some patients do not tolerate some components in combination therapy, or some require oral therapy with artemisinin derivative injections in severe cases. The WHO wants artemisinin to be used only in combination with other antimalarials.

PRIVATE SECTOR SUPPLY COORDINATION CHALLENGES



FT FINANCIAL TIMES
World business newspaper

Malaria deaths feared after low drug orders

October 2005

Novartis, the Swiss pharmaceutical group, said it had re 13m treatments of Coartem, its "artemisinin combinatio despite estimates from health experts that demand for t treatments. The shortfall highlights gaps in the complex mechanisms set up to fund, procure and supply treatme parasitic disease that kills 1m a year, mostly in Africa.

It poses a challenge for Novartis, which has agreed to p as part of a programme of corporate social responsibilit reluctant to invest substantially in additional manufactu do not increase to meet the larger production volumes.

The company has been criticised by health activists for effort to meet demand, estimated by the World Health O at 120m treatments.

However, the volume of orders received appears to con even countries at high risk of malaria that have committ principle to buying ACTs are moving too slowly, reflecting internal bottlenecks as well as a reluctance by foreign donors to provide enough long-term financial assistance.

REUTERS

Shortfall in malaria drug causing deaths

April 2005

... MSF said the shortage might compromise the goal of the Roll Back Malaria partnership of more than 90 organisations and countries - including the WHO and World Bank - to halve malaria deaths by 2010.

"If WHO and the Roll Back Malaria partnership want to halve deaths by 2010, they have to expand their agreements and help governments find other sources (of drugs)," Schmidt said....

DAY 2

ABUJA MEETING AGENDA

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Session	Key activities	Time
Recap from Day 1	<ul style="list-style-type: none"> • Summarize key themes from Day 1 	9 – 9:15 am
Project logistics	<ul style="list-style-type: none"> • Review proposed project framework • Discuss a preliminary view of sequence and timing • Identify the level of engagement required 	9:15 – 12 pm
----- <i>Break (15 minutes)</i> -----		
	<ul style="list-style-type: none"> • Address the nature of change processes • Compile the relevant success factors for RBM • Discuss next steps 	
----- <i>Lunch</i> -----		
Individual interviews	<ul style="list-style-type: none"> • Prof. Lambo (12:30 pm) • Chris White (1:30 pm) • Edward Vela (2:30 pm) 	<ul style="list-style-type: none"> • Mabingwe Ngom (1 pm) • Tuoyo Okorosobo (2 pm)
		1 – 3:30 pm

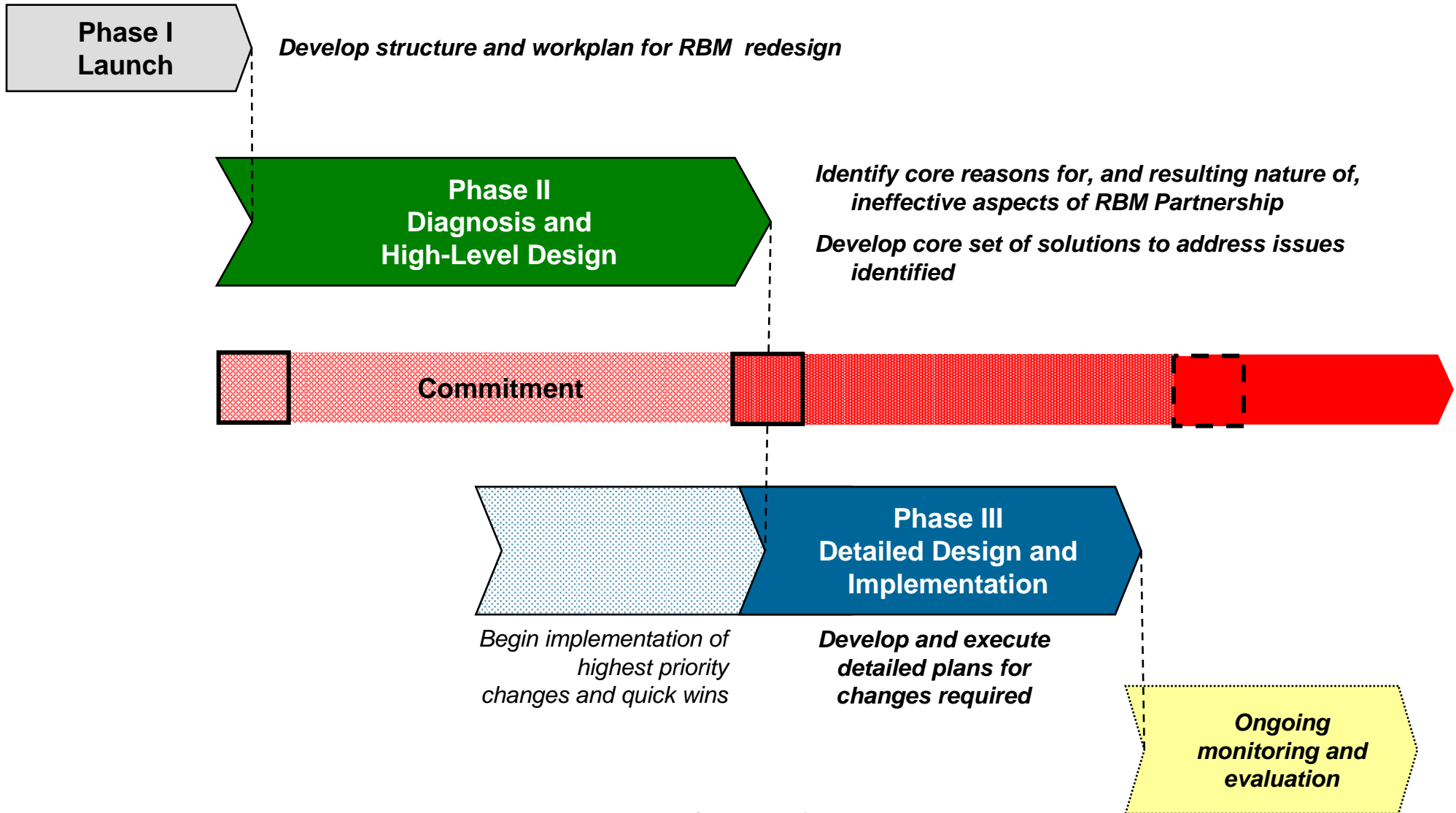
WHAT WE DISCUSSED YESTERDAY

ABUJA MEETING AGENDA

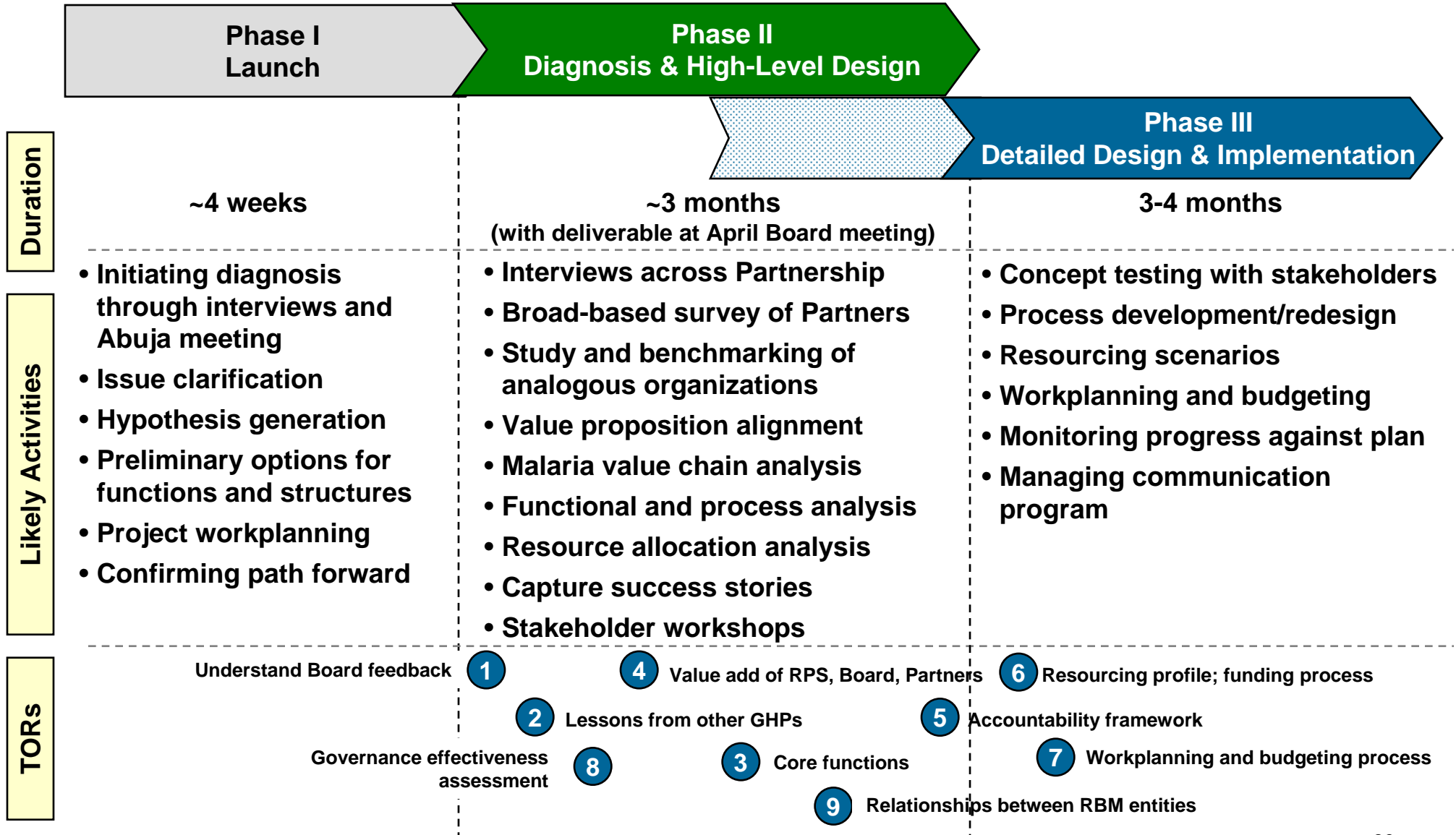
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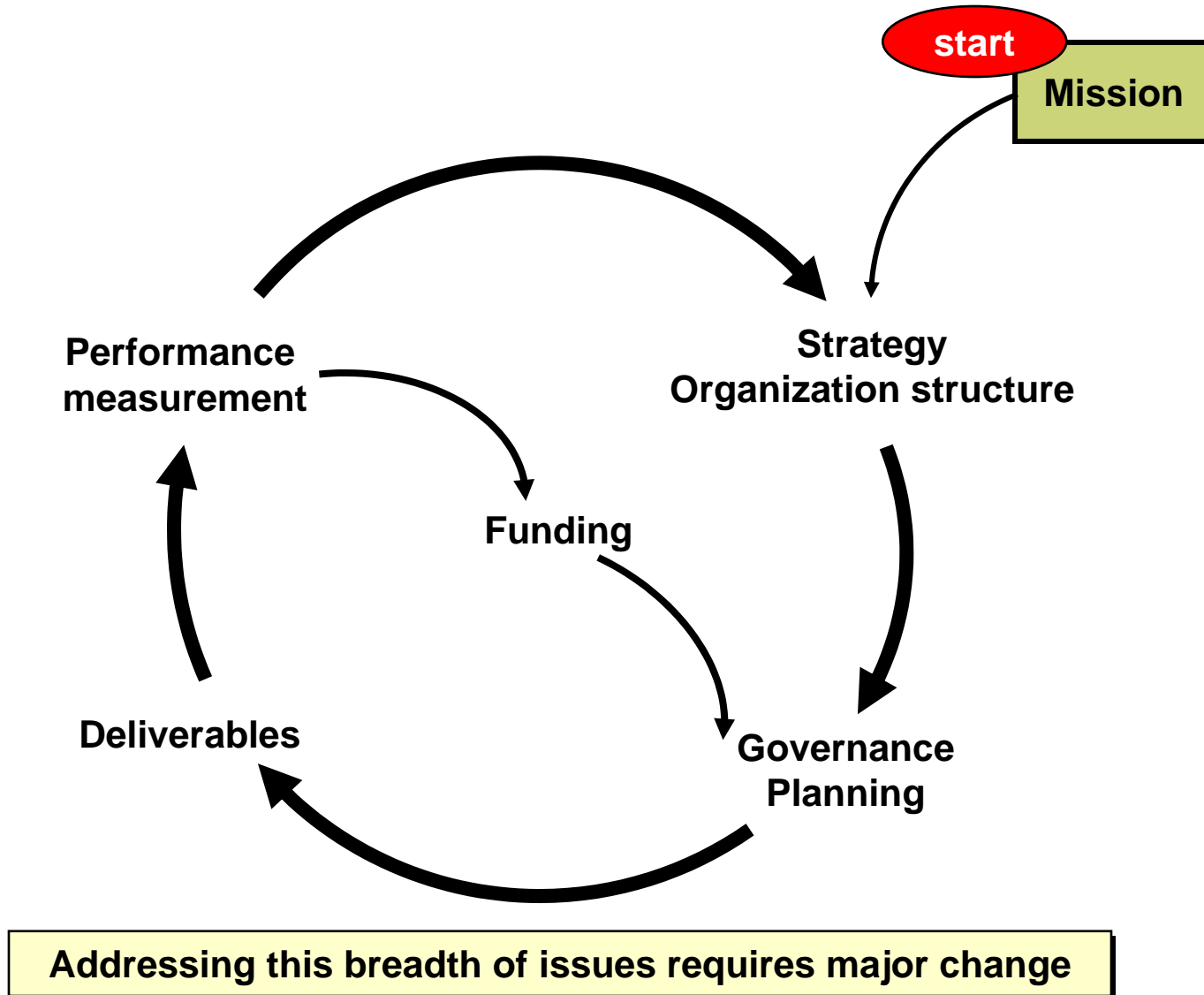
WE HAVE DISCUSSED A THREE-PHASE APPROACH TO HELPING THE RBM PARTNERSHIP CREATE MAJOR CHANGE



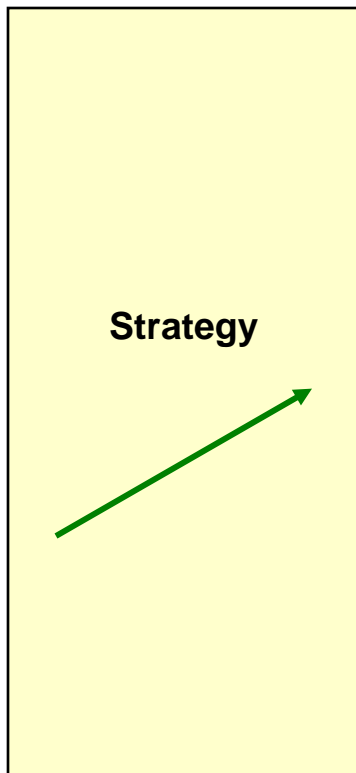
BCG WILL DEVELOP A DETAILED PROJECT PLAN BASED ON WHAT WE'VE HEARD FROM YOU HERE



PROPOSE A FRAMEWORK THAT ENSURES TOR ELEMENTS FIT TOGETHER TO MAXIMIZE RBM's EFFECTIVENESS



DIAGNOSIS AND REDESIGN WILL BE FURTHER STRUCTURED AROUND A SERIES OF ISSUES AND HYPOTHESES (I)

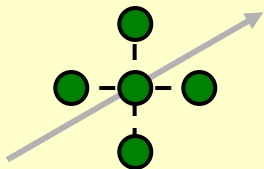


- RBM needs to clarify the Partnership's comparative advantage and role in achieving the mission of rolling back malaria
 - Strategy-setting, advocacy, information, and coordination are fundamental
 - What are the global activities that RBM is best suited to provide?
 - What is the role of RPS, Board, Partners, SRNs, and Country-Level Partnerships?
 - How will each fulfill that role? (in and out of scope)
- RBM strategy must reflect the pooling of individual strengths and resources for maximum impact
- RBM can increase engagement by clarifying its value to / incentives for partners (i.e., access to resources, information to improve Partners' effectiveness)

These issues will be examined by – and will vary between - global, sub-regional and country levels

DIAGNOSIS AND REDESIGN WILL BE FURTHER STRUCTURED AROUND A SERIES OF ISSUES AND HYPOTHESES (II)

Structure

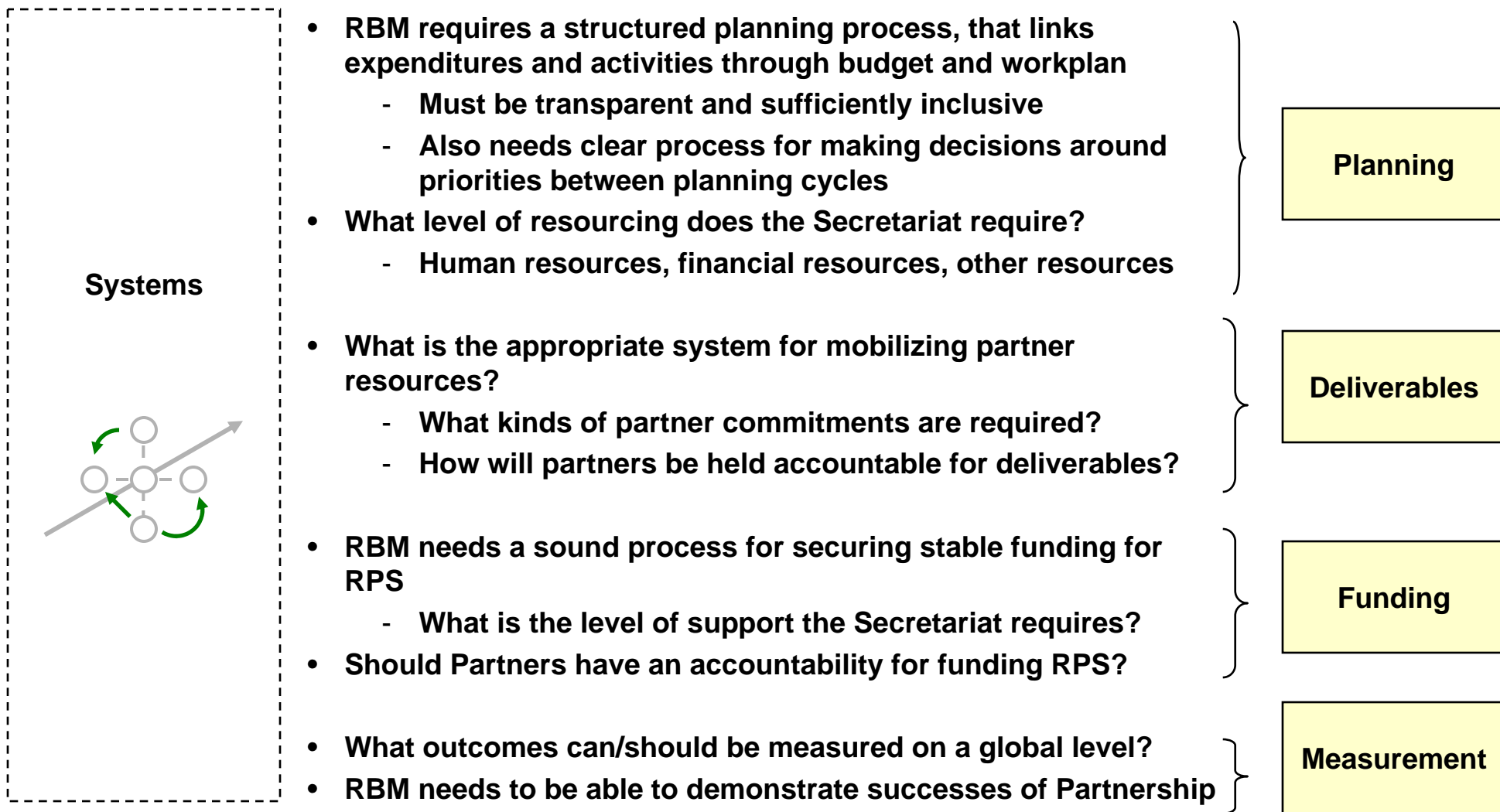


- What are potential alternatives to current configuration of WHO hosting arrangements?
- Inclusiveness needs to be balanced with conditions for participation, based on fulfillment of an organization's commitments and role
- Lines of communication need to be strengthened and clarified to optimize information exchange and effective representation
- Board needs to engage more frequently and intensively with:
 - RPS on priorities and plans
 - Constituents to provide broad and accurate representation
- To what standards or commitments should Partners be held?
- RBM requires more senior, consistent representation on the Board
- RPS leadership needs to be able to advocate and collaborate without constraints
- What should be the governance structure for SRN's, Working Groups, and Country-Level partnerships?
 - What are the accountabilities of each?

Governance

These issues will be examined by – and will vary between - global, sub-regional and country levels

DIAGNOSIS AND REDESIGN WILL BE FURTHER STRUCTURED AROUND A SERIES OF ISSUES AND HYPOTHESES (III)



Additional issues and hypotheses will emerge throughout course of diagnosis and redesign

FIVE ENABLING FACTORS CAN PAVE THE WAY FOR SUCCESSFUL CHANGE

Enabling Factors	Description	<i>What might this mean for RBM?</i>
<p>Compelling Vision for Change</p>	<p>Data-based case for change Well-communicated to constituents</p>	<p><i>What are the likely sources for these factors within RBM?</i></p> <p><i>Which of these factors will work in our favor?</i></p> <p><i>Which factors will be most challenging to achieve?</i></p> <p><i>Which of these factors do we need to begin cultivating now?</i></p>
<p>Committed and Visible Leadership</p>	<p>Leaders who are:</p> <ul style="list-style-type: none"> • Aligned among themselves • Capable and trusted 	
<p>Rigorous Program Management</p>	<p>Structured process Clear milestones and accountabilities</p>	
<p>Mobilizing Stakeholder Support</p>	<p>Opportunities for stakeholders to:</p> <ul style="list-style-type: none"> • participate • shape process and outcomes 	
<p>Addressing Barriers</p>	<p>Identify and tackle potential roadblocks:</p> <ul style="list-style-type: none"> • Cultural barriers • Individuals 	

What experiences have you had with change? What were the enabling factors?