



**11th ROLL BACK MALARIA PARTNERSHIP
BOARD MEETING**
Hosted by WHO – Geneva
10-11 November 2006

Meeting Minutes

Meeting Purpose: The focus of the 11th Board Meeting was to ensure that the Partnership is well tooled to effectively support countries to scale-up operations to achieve impact. This includes taking decisions based on recommendations stemming from the Change Initiative work begun in November 2005 to improve the RBM Partnership and all its parts (Board, Secretariat, Working Groups, and Sub-Regional Networks).

Voting Members Present:

Malaria Endemic Countries: Benin, Cambodia, Cameroon, Nigeria, Tanzania, Sudan, Venezuela. *OECD Donor Countries:* Italy, UK, USA. *Multilateral Development Partners:* UNICEF, UNDP, WHO, the World Bank. *NGO:* Zambia Malaria Foundation. *Private Sector:* GSK, ExxonMobil. *Foundations:* UN Foundation.

Voting Members Absent: India (with apologies), Research and Academia

Non-Voting Ex Officio Members Present: The Global Fund, Executive Secretary of RBM Partnership

Participant List: Attached

CALL TO ORDER, Day One

Chair Lambo welcomed delegates and emphasized the great opportunity and responsibility that was before them to set the tone for malaria communities that work together. After thanking WHO for hosting the meeting, he introduced Dr Anders Nordström, the Acting Director-General of WHO. Prof Lambo stressed that, as one of the founding partners of RBM, the leading technical agency in global health, and an advocate for endemic countries, WHO's involvement was critical and that Nordström and Dr Asamoah-Baah have been supportive of the change initiative, contributing generously to Secretariat Design, Governance, and Hosting work.

Dr Nordström opened the meeting by delivering a message from Dr Chan, WHO Director-General Elect emphasizing her strong commitment to malaria, the need to focus on results and delivery on the ground and the need for partnerships.

Nordström welcomed participants and described the 11th Board as a critical opportunity to address the failure that WHO and all founders of RBM share in relation to 2005 malaria goals. He stressed WHO's commitment to

- deliver on technical excellence and leadership in malaria control
- engage strongly in Partnership by ensuring senior engagement in the Partnership Board and providing effective support to countries particularly to ensure better GFATM proposals and increased financial resources

- strengthen the Partnership, tackle structural issues and get back to focussing on progress and essential issues such as monitoring and accountability.

He acknowledged all constituencies present and emphasized that their sustained support was vital for the success of the Partnership and saving lives.

Departing and new Board members

The Chair acknowledged the significant contributions made by two departing members:

- Chris White of AMREF, Board representative for NGO constituency for one year
- Gerhard Hesse of Bayer Environmental Science, who served a two term mandate (since March 2003) as Vice Chair

New members announced:

- NGOs: AMREF to identify a new NGO representative to the RBM Board. In the meantime, the alternate, Zambia Malaria Foundation, will serve as NGO representative.
- Private Sector: Ian Boulton, GlaxoSmithKline's Director of Global Commercial Strategy for Diseases of the Developing World, will become Private Sector representative. John Thomas of BASF replaces Boulton as an alternate.

Meeting Objectives

The Chair outlined the following objectives for the 11th Board meeting:

- 1) Responding to progress that small groups have made on urgent, joint priorities
 - Working together at *country-level*
 - Addressing the barriers around the *supply of malaria commodities*
 - *Advocating* for increased political and financial support for malaria
- 2) Revisiting the change initiative and making final decisions on many of the change initiative outputs
 - *Governance structures and processes*: to allow all the Partners to work together and align their work with the Board-determined overall goals of the Partnership
 - *Secretariat design*: ratify the functions, activities, budget and structure of the organization that will coordinate and facilitate our work as Partners
 - *Hosting*: discuss the terms of an interim MoU between the Partnership and the WHO

The Chair then set expectations and explained the process for the meeting. He underscored that this meeting will solidify a new way of working together. He thanked the Secretariat for managing content and logistics for the meeting and BCG for ensuring that change will be sustained through knowledge and technology transfer.

The Chair reminded board members to be the anchor for their constituencies and consult with them frequently. He described this as critical if RBM is going to be a mobilizing, coordinating force for the full community of institutions with an interest in controlling malaria.

Two additional co-Chairs were identified for the meeting: Dr. Steven Phillips (Private Sector) current Chair of the Change Initiative Steering Committee, and Kevin Starace (Foundations) current Vice-Chair of the Executive Committee.

Consent Calendar

- Agenda for 11th RBM Board meeting adopted without objection
- Minutes of 10th RBM Board meeting adopted without objection

Executive Secretary's Report to the Board

Presentation Summary

The Executive Secretary's report described the progress of the Change Initiative, introduced in 2005 and soon to be concluded having reinvigorated the Partnership. She thanked the Chair for

his leadership, Dr Nordström for his support, Board members for their engagement and BCG for their guidance and transfer of knowledge which has served to strengthen the Secretariat. The Executive Secretary summarized her reflections on the status of, and key challenges facing, the Partnership and proposed priorities for RBM with clear expectations for the next six months.

Following this presentation, Dr. Richard Feacham gave an overview of malaria challenges in the context of Round VI GFATM applications. Acknowledging the presence of other major donors and financers of malaria control, he described two major challenges for the Partnership:

- improving the acceptance rate of malaria grant applications (Round VI malaria proposal approval rating was 32%, compared to 62% for TB)
- ensuring implementation takes place in a timely fashion to ensure continuity of funding

He concluded that highly focused, sophisticated technical assistance is required urgently to both secure Global Fund grant money and to spend it effectively. Experience has shown that countries do well with Partnership support. Therefore the RBM Partnership needs to mobilize the goal-oriented assistance for malaria that TB enjoys. He recommended setting specific goals, e.g. 50% success rate for Round VII malaria proposals and 100% success rate for Phase II renewals, with Partners holding each other accountable for delivering on the targets. He emphasized this will require detailed tracking of programs coming up for Phase II and early interventions for countries in jeopardy.

Discussion Summary

- Need to make malaria programmes/systems stronger to attract more in-country money and move implementation forward more effectively
- Technical quality of country plans must be emphasized as well as measurable outcomes ; timely technical assistance is therefore urgently required
- Need to scrutinize disconnect between achieving good results and securing more funds
- Sustainable funding that gives confidence to suppliers of commodities is critical; otherwise, the cycle of demand and supply is interrupted and the good faith of manufacturers put at risk
- Regular reports from donors are essential at each Board meeting to provide clear information on current status and issues

Change Initiative Update

Presentation Summary

This overview was prefaced with a reminder that success requires a multi-pronged plan by several levels of the Partnership (in-country and above-country) and that the architecture required to support these different levels to achieve the goal of saving lives has been the focus of the Change Initiative.

The Steering Committee Chair summarized what has occurred over the last year regarding the Change Initiative. Key points included:

- Impetus for the Change Initiative: He described the historical disconnect between the original design of the Partnership and the subsequent expected outcomes as well as the lack of ownership and the absence of clearly set responsibilities. There was a clear need for systemic change.
- He summarized the work of the last 12 months applauding focus of work streams and model for ownership set by the Board, including seniority of participation and attentiveness of Board institutions.
- An overview of new design principles for the RBM Partnership was reviewed. The Partnership design coming out of change process is structured for results, provides effective support and engenders ownership and collaboration.

- Through the Change Initiative, the RBM Board has become stronger, and now it is up to the Board to institutionalize change. Special attention was drawn to the need for donors to respond to needs of the Partnership.

Discussion Summary

- Restatement of need for targeted, goal-oriented, timely technical assistance which is broadly underpinned by stronger malaria control programs
- Emphasized need for GFATM tools / documents / technical assistance in French to ensure Francophone countries have appropriate support and equal opportunity for success
- Restatement of need to set immediate joint goals; 70% Round VII success rates proposed

Partnership at Country Level

Presentation Summary

World Bank and Zambia NMCO outlined the work of the Country-level Partnership workstream and the expectation that form would follow function in deciding on a Partnership structure—the new structure should facilitate much needed implementation support to countries. They described the process of articulating the Dakar Appeal as a good example of partnership progress in tackling concrete issues.

Discussion Summary

- Gap analysis and corresponding tools need to be validated and introduced as quickly as possible to make good use of the next four years
- The Harmonization Working Group (HWG) should address gaps in absorption capacity
- The HWG and, through it, the Partnership, needs to leverage existing technical and operational resources in the field so that recommendations don't lag behind real-time schedules and requirements.
- Ensure that good, validated country plans are matched with funds. GF and UNITAID offer potential for significant, predictable resources to assist well thought out plans.
- Malaria control should be linked with health systems strengthening. Locate funding for malaria within this broader context.
- Clarification is needed on how countries are chosen for gap analysis and validation. Is the objective of validation to test a model for country support?

Decisions Reached

- *Approved* a series of country consultations with an initial 7-10 countries to validate existing operational plans by end February 2007
- *Approved* the convening of a high-level meeting of key donors in March 2007, to match realistic country-identified needs as supported by performance data
- *Approved* the composition and program of work for the Harmonization Working Group to oversee execution of the gap analysis (and gap-filling) process.
 - Membership to include: WHO, UNICEF, World Bank, UNDP, GFATM, Private Sector, UNF, PMI, NGO constituency, MACEPA and 3 endemic country constituency Board members from Africa

Procurement and supplies management (PSM)

Presentation Summary

UNICEF presented an overview of the work of the procurement and supplies management work stream. Recognizing the overriding importance of supply to RBM, the necessity to form a working group on supply was outlined. Draft TORs for this Working Group will be developed by a Task Force and submitted to the Board for approval. Agreement has been reached on the need for an expanded diagnostic that includes non-ACT commodities.

Discussion Summary

- Noting the importance of this work, the Private Sector stated for the record that its representative to the PSM Working Group would be a Board Member.
- The whole supply chain cycle needs to be addressed. It is necessary to look beyond forecasting to absorption capacity, infrastructure, coordination, etc. This is not just a logistics issue.
- Attention was called to the fact that WHO is the owner of norms and standards setting

Decisions Reached

- *Approved* the formation of a Procurement & Supply Management (PSM) Working Group:
 - Early deliverables will include: definition of Partnership and Secretariat structure in PSM, roles and responsibilities of Partnership and Secretariat, functioning modalities
- *Agreed to launch* a PSM task force to meet in November as a “forerunner” to the PSM WG
- *Endorsed* the continuation of the “status quo” for the staffing of the RBM Secretariat’s Supply Services group until further definition can be provided by the PSM WG

Governance

[Please note that this discussion was continued on Day 2 of the Board meeting. Discussion from both days is presented here as one session in order to facilitate review.]

UN Foundation presented an overview of work to date. The goal is to have clear and agreed-upon governance systems that guide the way we work and to articulate the roles, responsibilities and decision rights within the Partnership. The rationale for creating a permanent Executive Committee was discussed in detail, with emphasis on the following roles: guide and oversee planning and budgeting processes, consult with Secretariat between Board meetings, help shape recommendations to the Board and secure Secretariat funding. Three levels of Partnership planning were also detailed: the global strategic plan, the operational plan and annual Partnership priorities. The Day 1 session ended with an elaboration of the roles, responsibilities and decision-rights of various Partners and Board member constituencies. On Day 2, the functions of the Executive Committee were proposed for discussion. Following this discussion, UN Foundation presented recommendations on how Working Groups (WGs) can be better utilized within Partnership architecture. The process for establishing WGs, criteria for review of WG mandates and process for governing WGs were laid out.

Discussion Summary

- We need to place new planning processes for the Partnership within the framework of an exit strategy related to success.
- Strong endorsement that a decision-making mechanism between Board meetings is needed. However, concerns were raised about membership and ensuring that Board stewardship and decision rights are not completely assumed by the EC
- The Operational plan (and not only the annual budget) should include a funding component so that funding organizations are aware of upcoming funding needs.
- The Private Sector raised concerns about the wording "Multi-laterals, Foundation and Private Sector have responsibility to fund approved Partnership budget.". Their constituency is not prepared to contribute financially to the Secretariat on an annual basis, but will continue to contribute commodities for the Partnership effort to roll back malaria. This discussion was continued on Day Two.
- Host organization should be a member of EC → approved unanimously
- Global Fund should be invited to EC meetings that concern them → agreed
- The Board cannot assign ad hoc functions or activities to the Secretariat without providing funding for these requests.
- Contributions to budget of the Secretariat were discussed in detail, with the proposal (seconded) that all constituencies who are in a financial position to do so should be

required to contribute to Secretariat budget (current practice is that this is encouraged but not mandatory). Proposal: that those constituencies who are able but unwilling will become ex-officio members of the Board (observers without voting rights). The discussion was tabled so that the Executive Committee could examine this issue and report its recommendations at the next Board meeting. Clarification was made that this discussion is not about questioning the commitment of any Partner to fighting malaria but rather to ensure that the Secretariat can be fully funded to fulfil its Board-mandated functions.

- Board needs to be well-informed about Working Group mandates and outputs
- WGs must respect the mandate, expertise and comparative advantage of all Partners
- WGs are valuable because they facilitate coordination, collaboration and best practice exchange among a diverse set of constituencies. They leverage the strengths of various Partners. They are at the heart of creating Partnership synergy to fight malaria.
- Need for communication and coordination among WGs

Decisions Reached

- *Approved* formation of new, permanent Executive Committee
 - Composed of eight members -- one appointed by each constituency (including the Board Chair) plus the host organization
- *Approved* a formal work-planning process for Partnership bodies
 - Board can add priorities mid-year as long as consistent with work-plan and/or funded
- *Approved* formalization of Board member selection and constituency communication processes
- *Agreed* on the proposed purpose and role of Working Groups within the Partnership
- *Agreed* on a formal articulation of roles, responsibilities and decision rights of each RBM body, RBM Partners and RBM Board members
 - Funding responsibilities across constituencies to be determined

Call to Order, Day Two

The Chair opened the meeting and moved directly to the agenda.

Advocacy

Presentation Summary

JHUCCP and DFI presented three recommendations to the Board from the advocacy work stream:

- the establishment of a Malaria Advocacy Working Group
- the adoption by Partners of "joined-up" advocacy through endorsement and use of a Global Advocacy Strategic Framework that reflects consensus on global advocacy priorities.
- Parameters for the engagement and support of malaria champions - otherwise known as RBM Goodwill Ambassadors - to support the fight against malaria on behalf of the Partnership.

Discussion Summary

- Clarification that any UNICEF Goodwill Ambassadors serving as malaria Ambassadors remain as UNICEF Ambassadors.
- Clarification that the budget for Ambassadors covers two events per year for each Ambassador—travel and per diem only. Ambassadors volunteer their time and talent.
- Request to have a high-profile advocacy event in Cambodia or another malaria endemic country in Asia

Decisions Reached

- *Endorsed* the proposed Global Advocacy Strategic Framework

- *Approved* the creation of the RBM Partnership Malaria Advocacy Working Group
- *Approved* guidelines for designation of RBM Goodwill Ambassadors
- *Approved* the selected candidates (Youssou N'Dour, Yvonne Chaka Chaka and Princess Astrid of Belgium) for designation as RBM Goodwill Ambassadors

Secretariat Hosting

Presentation Summary

The Bill & Melinda Gates Foundation presented an overview of the work of the Hosting Subcommittee. The main focus since the 10th RBM Board meeting in July 2006 has been on improving the current hosting arrangement. The Hosting Sub-Committee has, in dialogue with WHO, discussed a draft Memorandum of Understanding (MoU) to improve the existing RBM Secretariat hosting arrangement and to create a basis for future hosting arrangements with WHO or an alternative organization. Constructive dialogue with the host organization has brought a great deal of progress, with some priority issues still to be worked out before the MoU can be finalized. Conversations with leaders representing organizations of the hosting options short-list have also been initiated. A summary of the initial assessment of the option of not having a host organization was also presented.

Discussion Summary

- MoU negotiation to be completed by March 2007
- Recommendations on long-term hosting arrangements will be presented at 12th Board Meeting.
- What would be expected of potential hosts should be made explicit.

Decisions Reached

- *Approved* short-list of priority items for detailed discussion in negotiations with WHO on MoU for improving current hosting arrangement
- *Authorized* the Hosting Sub-Committee to provide policy guidance and oversight for continued discussions/negotiations with WHO, based on short-list priority items
- *Delegated* authority to the Hosting Sub-Committee to finalize a MoU that meets the criteria approved in July 2006
- *Authorized* the Board's Chair to enter into such a MoU with the Director-General of WHO, if recommended by the Hosting Sub-Committee
- *Endorsed* un-hosted option assessment

RBM Secretariat Work-plan and Budget

Presentation Summary

The Executive Secretary presented the work of the Secretariat Design work stream, whose task was to define the 2007 work-plan, including functions, scope, structure and budget of the RBM Partnership Secretariat employing the process agreed upon at the 10th RBM Board meeting. The following points were highlighted:

- The proposed 2007 budget is directly linked to Secretariat functions
- The principles of the design of the Secretariat recognize and confirm that:
 - Countries maintain leadership for all country-level RBM activities and implementation
 - The Secretariat supports the Partnership through global and sub-regional presence and has no country specific resources
 - The Secretariat in-country role is facilitation (as opposed to an operational role) and, thus, dependent on Partner presence
 - Secretariat functions evolve over time with the needs of the malaria community
 - The work-plan is the primary management tool for the Secretariat
- Five functions (units of the Secretariat) have been identified: Advocacy & Communication, Partnership Development, Secretariat Administration, Partnership

Facilitation (especially harmonization and alignment), and Commodity Services. The nature of the Commodity Services function is pending recommendations from the PSM WG.

- Key assumptions of the 2007 Work-plan are that the Secretariat will: support 4 SRNs, 9 WGs, and 2 Board meetings in 2007; facilitate harmonization and coordination in accordance with Dakar Appeal; increase advocacy; strengthen Partnership communication; and maintain MMSS unit until further guidance is provided by the Board and PSM WG.
- Organizational structure and personnel needs match the functions and key assumptions
- Goal is to have Secretariat fully staffed in six months. The Executive Secretary urged Board to be involved in this process by referring candidates and seconding staff.

Discussion Summary

- The Secretariat budget should not expand beyond committed funds.
- The RBM Board must identify ways to facilitate, monitor, track and assist those countries that are not performing well in obtaining and/or utilizing malaria grants. This is an important commitment.
- Direct contributions and in-kind (e.g. hosting) contributions for SRNs need to be recognized by the budget, even if as extra-budgetary.
- Concrete results (such as success in Global Fund Round VII) should be prioritized rather than creation of additional WGs and committees; this should be reflected in the work-plan.
- For now, recruitment procedures need to follow WHO rules and procedures
- Fixed-term (ideally 2-year) contracts should be offered to attract high-quality candidates
- The Endemic Country constituency placed emphasis on the importance of SRN work and would like to see SRN staffing prioritized.
- Clarification: WGs are financed largely by Partner institutions. The Secretariat pays for endemic country participation and some meeting arrangements.
- The Secretariat, in consultation with EC, should prioritize the work-plan in accordance with the currently committed level of funding

Decisions Reached

- *Endorsed* Secretariat functions and structure with supply division to be determined (based on Procurement and Supplies Management Working Group review)
- *Endorsed* proposed work-plan as aspiration for 2007
- *Tasked* Executive Committee with raising funds to fulfil endorsed work-plan
- *Tasked* Secretariat with prioritizing what can be achieved with current funding commitments and present this to Executive Committee

Selection of Board Chair & Vice Chair

Presentation Summary

The Executive Secretary highlighted the fact that the term of current RBM Vice Chair expired at this Board meeting and, therefore, proposed that an interim Vice Chair is endorsed until the 12th Board meeting. In addition, the Board term of the current Chairperson will expire at the 12th Board meeting, scheduled for May 2007. In order to ensure that vacant posts do not remain unoccupied, the bylaws might need to be amended.

Discussion Summary

- Strong preference not to amend by-laws. If needed, Board can designate an interim Chairperson

Decisions Reached

- *Designated* UN Foundation to serve as interim Vice Chair until 12th RBM Board meeting

- *Agreed* to elect new Board Chair and Vice Chair at the 12th RBM Board meeting

Outputs of Change Initiative

Presentation Summary

BCG presented observations on the level of change realized to date and critical factors for sustainability. Key points included:

- Dramatic changes in climate and culture within the Partnership since the Board meeting immediately preceding the Change Initiative. Examples of significant transition include: From "why do we need a Partnership" to "how can we best use the Partnership"; from speaking of the Partnership in third person to "we"; from the Secretariat filling gaps to the Secretariat facilitating effective Partner collaboration; from defending turf to seeking collaboration; from oftentimes inconsistent representation on the Board to decisive and senior leadership; from assigning blame to open collective problem solving.
- Keys for moving the Partnership forward with success
 - Build trust for interdependence
 - Demonstrate strong, optimistic leadership
 - Be strategic – think ahead
 - Effective decision-making
 - Be operational – act now
 - Celebrate successes
- RBM Partnership success is already evident in Global Fund Round VI. Where Partners rallied and coordinated country support, grant proposals realized a higher success rate.

Reflections on the Board Meeting

The Steering Committee thanked BCG for their collaboration and excellent work and requested a brief summary from BCG of the year's accomplishments in improving the Partnership.

The Chair expressed his gratitude to various partners

- To BCG for what they have done to help the Partnership over the past year
- To Board members for their earnest engagement at this meeting
- To Dr Anders Nordström for graciously hosting dinner the night before at his home
- To the meeting interpreters for their cooperation and flexibility
- To Dr Awa Marie Coll-Seck for all of her efforts and to the Secretariat team

The Board thanked Chair Lambo for his stewardship

Adjournment

Expressing the need to build on the successes already achieved, the Chair adjourned the meeting

RBM Partnership Next Steps

1. See attached "Decision Points and Next Steps" for next steps for each of the work streams.
2. *Schedule* Forum VI for early 2008. Board Sub-Committee will be created for its organization
3. The 12th RBM Board Meeting will take place 10-11 May 2007 in Geneva, prior to the Sixtieth World Health Assembly

See also:

- [Decision Points and Next Steps from the 11th RBM Board meeting](#)