



RBM Change Process Internal Board Communiqué #1

Decisions Reached at 9th Roll Back Malaria Partnership Board Meeting 17 & 18 May 2006, World Economic Forum – Geneva, Switzerland

Meeting Purpose: To agree on the core functions of the RBM Partnership, agree on principles for re-engineering the Partnership, and review the findings of the Partnership diagnosis requested of Boston Consulting Group (BCG).

This was the first RBM Board meeting since the November 2005 Yaoundé meeting where the Board mandated a process to reformulate the way the Partnership works--recognizing its achievements, shortcomings, and added value--in order to improve its performance and take full advantage of the current malaria control landscape, which is more active and much better resourced than when the RBM Partnership was formed. To address the many challenges facing the malaria community, in particular the pressing challenge of scaling up for impact, the following key agreements/decisions were reached.

Definitions: "Partnership" refers to RBM countries, partner organizations working in concert [and supported by the various existing structures], RBM Board, RBM Secretariat, regional RBM networks, RBM task forces and working groups, RBM subcommittees, and any combination thereof.

"Core functions" are activities:

- That do not fall squarely in the mandate of a single organization;
- For which capabilities and execution capacity does not exist within just one partner;
- That are more streamlined and effective when performed by a collective;
- That create a conflict of interest when performed by a Partner organization;
- That are more credible when performed by the collective;
- Where a single, standardized approach is desirable; and/or
- That require identifying gaps and opportunities across the system

Core Functions: The Board developed, discussed, and agreed upon a set of core functions for the Partnership, most of which the Partnership is currently performing, in line with the overall objective of scaling-up malaria control as effectively as possible within an agreed timeframe.

Objective setting

- Assess & prioritize needs of global malaria community
- Advocate for new sources of support for malaria control
- Set global programme targets
- Define clear and common set of indicators
- Set priorities for research on intervention implementation and operations
- Communicate targets to malaria community

Intervention strategies

- Exchange lessons learned
- Define approach for selecting appropriate strategies
- Communicate strategies to stakeholders

Program design

- Advocate for countries to adopt policies & processes
- Aggregate commodity demands for global forecasting

Implementation planning

- Support country program design and planning
- Obtain and provide price & availability data

Monitoring & Evaluation

- Design data framework to support M&E
- Aggregate and synthesize data
- Extract and disseminate lessons learned

- Communicate monitoring & evaluation results
- Coordination
- Align players around needs and gaps, e.g.,
 - Support efforts to align Partners around country's true needs
 - Systematically identify gaps and mobilize Partners to fill
 - Harmonize strategy & coordinate action, e.g.,
 - Facilitate seamless hand-offs across the spectrum of activities needed to scale up for and achieve impact.
 - Harmonize funding across major donors
 - Provide ongoing coordination of strategies between global and country levels
 - Generate accountability and enabling political environments
 - Provide authority commensurate with Partnership oversight roles
 - Support RBM Partnership leadership to help empower national malaria control programs

The Partnership executes these functions in three ways:

1. Through dedicated RBM Partnership staff
2. Through active collaboration among Partners (including but not limited to Partners convened in Working Groups, SRNs, task forces, and sub-committees)
3. By delegating to one or more Partner(s) with comparative advantage in that area, in which case the activity is performed on behalf of the Partnership

This does not imply that the Partnership (Board, regional networks, task forces, working groups, subcommittees, partner organizations, or Secretariat) has the exclusive mandate to play these roles. Also, in many cases the Partnership may support, facilitate or assist, rather than lead.

Examples of effective execution on some of these include the Monitoring & Evaluation Reference Group (MERG), East African Regional Network (EARN), and Zambia 2nd generation planning

Operating Principles: The following are needed to deliver core functions effectively and thus need to be strengthened in the Partnership

- Strong and consistent communication mechanisms
- Tailored forums for convening Partners
- Effective leadership platforms that allow for credible leadership at all geographic levels (country, regional & global)
 - Authority to speak on behalf of the Partnership
 - Confidence that the interests of all Partners will be represented with balance and accuracy
- Effective mechanisms for decision-making, document review, and developing consensus
- Effective systems for gathering and disseminating information from and across Partnership (all constituencies and geographic levels)
- Mechanisms for accountability

Next steps:

- The Secretariat will distribute, finalize, and post minutes from the May 18-19 Board Meeting.
- The Sub-Committee on Immediate Action will become an Executive Committee chaired by Prof. Lambo. The Board by-laws will be amended and voted on by email to enable this change.
- The Executive Committee will continue assessment and redesign of the Partnership, focusing on:
 - Identifying “quick wins” —near-term, concrete actions to support scaling up for impact, such as providing support to countries preparing for GFATM Round 6 and increasing support to regional networks
 - Analyzing bottlenecks to scaling up for impact and defining institutional roles for Partner organizations
 - Reviewing Harmonization output and tying to Partnership action plan
 - Identifying ways to optimize Partnership's relationship with WHO given current malaria control landscape, which has improved greatly in visibility and resourcing since Partnership's creation
 - Developing work plan and budget for RBM Secretariat
- Foundations, WB, WHO, UNICEF, and US will meet to review hosting arrangements.
- The Board will next convene in New York City on July 26 - 27. 2006