

RBM Board Meeting

Lusaka, Zambia

December 6-8, 2010



Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports <ul style="list-style-type: none"> • Executive Committee Report • Finance and Performance Committee Report • 2010 Report Committee • Knowledge Management 	UNICEF FPC CO-CHAIR 2010 CHAIR TF3 CHAIR



3

2010 Key achievements for the Executive Committee

Role	Actions
Draft agenda	<ul style="list-style-type: none"> • Drafted agenda for 18th and 19th RBM Partnership Board Meetings
Oversight	<ul style="list-style-type: none"> • Information Day presentations for the RBM Board Meeting • Revision of the 2011 Partnership Work Plan (PWP) • Allocation of additional resources (Abu Dhabi) • Resource allocation of \$620k towards the working groups
Provided guidance	<ul style="list-style-type: none"> • Selection of a Knowledge Management consultant • Identification of a replacement for the departed COO • RBM position on the proposed changes to the Global Fund Continuation of Services Policy • Expansion of the former Finance Committee into the Finance and Performance Committee (FPC) • Nomination of the FPC co-chairs, Prof. Atun and Mr. Alan Court

Executive Committee met six times since the May Board meeting



4

Requested Board Action

The Board takes note of the Executive Committee's Report



5

Finance and Performance Committee Report

RBM Board Meeting
Lusaka, December 5 - 8



Following May Board a new structure of Finance and Performance Committee (FPC) was implemented

Finance work stream

- Provide financial oversight for the RBM Partnership Board with regard to RBM income, expenditure, and budgets¹
- Review and provide advice on the RBM budget
- Make recommendations to the board regarding the financial reports and annual budget
- Monitor Secretariat and mechanism spending against budget throughout fiscal year

1. It is understood that all contributions to RBM through WHO are subject exclusively to the WHO internal and external auditing procedures. The External Auditors' certification of accounts and audit report is made available publicly on a biennial basis.



7

Following May Board a new structure of Finance and Performance Committee (FPC) was implemented

Performance work stream

- Review performance of RBM and report findings and recommendations for improvement to the RBM Partnership Board² at each Board meeting
- Review and provide advice on the GMAP implementation at each Board meeting
- Provide advice and recommendations to the Board on the use of Partnership resources
- Make recommendations to the Board on improving the Accountability Framework³

2. This includes reviewing Partnership performance against agreed upon KPIs, managing the Board's performance appraisals of the working groups and SRNs and managing the annual self-appraisal of the Board process.

3. This includes, the Accountability Framework design, the GMAP Implementation overview, the TORs of the working groups and SRNs, KPIs for the Partnership and its Mechanisms and the performance reporting system.



8

Overview of the committee's work

Performance Work Stream

- A Chair for the Performance work stream of the Committee has just been appointed
- Nominations for the remaining positions are ongoing.
- The Performance Work Stream has not yet been able to meet.
- The Performance work stream is expected to be in a position to formally begin its work in the first quarter of 2011.

Finance Work Stream

- The Finance work stream of the Committee has held two face to face meetings in Geneva, has met via teleconference as needed and has had regular email exchange.
- The topics relating to governance, financial oversight and links to performance are highlighted in the next slides.



9

Key topics areas where the Finance Work Stream of FPC is currently involved

Governance

Financial planning and budgeting framework¹

Internal audit

Parallel funding

Fees and services in relation to WHO

Working capital reserve

Income and expenditure recognition

Financial Management

Monthly financial reporting²

Performance and Budget

Revision of PWP and Budget 2011²

1. To be discussed in detail during the RBM Governance & Policy updates
2. To be discussed in detail during tomorrow morning's Finance presentation



10

FPC requested the development of a Financial Planning and Budgeting Framework

- The Financial Planning and Budgeting Framework aims to provide a transparent and consultative process through which the Partnership Work Plan and Budget can be developed.
- It will provide added transparency, accountability and link closely to the performance management aspects of of the FPC
- The Finance Work Stream identified some issues in relation to the Financial Planning and Budgeting Framework and proposes that these be further discussed under its specified agenda item.



11

Update on internal audit

- Arrangements made with WHO Internal Oversight Service (IOS) to perform internal audit and evaluation services
- Process/compliance audit to follow a risk assessment and will form the bulk of the work in relation to internal audit services provided by IOS in 2010 – 2011
- The Finance Work Stream noted the approach for internal Audit



12

Fees and services in relation to WHO

- The hosting arrangement of the RBM Secretariat provides for the payment of fees by RBM in return for the provision of services by WHO
- The Board requested follow up on this and advice was received from WHO that the WHO Internal Oversight Service (IOS) was conducting a review of the relationship between hosted Partnerships and WHO
- That report has now been concluded and the Finance work stream will review the report



13

Update on parallel funding

- The issue of parallel funding has been discussed several times by the FPC and the Board
- Reporting of parallel funding remains uneven
- A number of issues were identified in relation to the current methodology applied to parallel funding. These were :
 - Lack of consistency in what qualifies for parallel funding
 - Lack of clear guidelines and methodologies for determining parallel funding
 - Lack of a reporting process for parallel funding expenditures
- The Finance Work Stream asked the Secretariat to follow up on reporting for 2010, a proposal for reporting in 2011 and 2012
- The Finance Work Stream has identified four issues to be further investigated in relation to parallel funding:
 - How to report on parallel funding separate so as not to be part of WHO / RBM auditable statements
 - Recording and tracking within the WHO financial system
 - Who would be accountable for reporting
 - An update on what qualifies as parallel funding



14

Working Capital Reserve as a Risk Management measure

- In order to mitigate the risk of cash shortages in the event contributions were delayed or in the case of a wind up of the secretariat, it was proposed that a part of the fund balance should be kept in reserve for working capital pending the receipt of contributions.
- Finance Workstream requested that a Working Capital Reserve be further investigated and discussed in 2011.
- If appropriate, a report on this matter will be presented at the May 2011 Board meeting.



15

Guidelines for income and expenditure recognition

- **Income** is recognized on the signature of agreements
- **Expenditure** is recognized at the time the payment instruction is triggered which is deemed to be the delivery date
- This approach conforms to WHO's Financial Rules and Regulations



16

Improved Monthly Financial Reporting

- The Finance work stream continues to receive Monthly Financial Reports from the Secretariat and would like to note the improvements and increased reliability being seen in relation to financial reporting.
- Reinforces the overall improvements in coordination of financial issues within the partnership and the increased use of internal management reporting



17

Revised PWP and Budget 2011

- A review of the RPM Partnership Work Plan 2010-2011 was launched at the end of September with representatives from all mechanisms.
- The FPC was not able to participate due to other commitments
- The Finance Work stream was presented with the first draft Budget 2011 at its face to face meeting in Geneva on 26 October 2010.
- The Finance Work stream was also presented with an analysis of the estimated available funds for 2011. A target budget ceiling for the Expenditure Budget of US\$ 18 million was set and for the Supplemental Activity Framework a ceiling of US\$ 4.5 million was set.
- Following consultation with EC the Supplemental Activity Framework a ceiling of above US\$5 million was endorsed



18

Revised PWP and Budget 2011

The Finance work stream of the Finance and Performance Committee has reviewed the proposed PWP and Budget 2011 and recommends it with the following observations:

- The process this year was very consultative involving all the co-chairs of the different mechanisms as well as the Secretariat.
- The Board should be aware that there is a proposed change to the targets and it has yet to approve the modification.
- This will be solved for future years as we will move into a different time-line for decision making and the Board will provide appropriate guidance at the May meetings.
- The FWS has reviewed the overall Budget, finds it within the limits of available resources and provides a framework for seeking some additional resources (SAF).
- The FPC/FWS recommends its acceptance, subject to Board approval of the revised targets.



19

Key priorities for the Performance Work Stream

- To get the Performance Work Stream operational as soon as possible
- Develop KPI's for 2011 Targets (within 60 days)
- To guide the process in relation to a GMAP implementation overview, as a basis for 2012 target setting
- Guide Target setting and prioritization framework for 2012 targets
- Suggest further improvements to performance reporting
- Ensure that adequate performance management tools are available to and are being used by mechanisms



20

Key priorities for the Finance Work Stream

- Address parallel funding issues
- Set budget ceilings for Budget 2012
- Guide PWP and Budget process for 2012
- Suggest further improvements to financial reporting
- Advise on the review of fees and services in relation to WHO
- Guide finalization of Financial Planning and Budget Framework
- Prepare guidelines and a template for presenting the financial implications of proposed Board decisions in pre-reads



21



22

Roll Back Malaria Board Oversight Sub-Committee for 2010 Reporting

RBM Board update
December, 2010



Five Progress & Impact series Reports Launched in 2010



Title
Country
Funding and
Resource
Utilization



World Malaria
Day 2010:
Africa Update



Saving Lives with
Malaria Control:
Counting Down to the
Millennium
Development Goals



Focus on
Senegal



Mathematical
Modeling to
Support Malaria
Control and
Elimination

Launch
March 18
Paris / London

April 19
New York /
Geneva

September 14
Washington DC

November 4
Senegal

November 6
Atlanta
ASTMH



Proposed Progress & Impact Series Reports in 2011

Topic	Suggested launch dates
Malaria Outside Africa	To be determined
Malaria Elimination Update	To be determined
Final 2010 Coverage Targets Report	UN General Assembly September 2010



25

Input from Board on Strategic Questions

- **2011 messaging to guide scope of final report on 2010 targets: continued focus on return on investment of malaria control**
- **Effective venue for launch of final report on 2010 targets (September 2011 in NYC or other)**
- **Value of extending P&I series; examples might include:**
 - Additional country-specific reports;
 - Extend to 2015 to address RBM progress and impact documentation through to the Millennium Development Goals



26

Task Force 3
Development of the
Knowledge Management Strategy

Progress update, RBM Board Meeting – 07.12.2010



Objective

Objective: To improve and strengthen the capacity of the RBM partnership to identify, develop, combine and share knowledge in support of key work priority areas and mechanisms

(As mentioned during the 17th Board Meeting in Rio by Task Force 3, Knowledge Management is "the practice of getting the right knowledge to the right people at the right time so that they can work more efficiently and effectively, including among a widely-dispersed workforce". Minutes of the 17th Board Meeting in Rio)



Project Oversight, Consultancy and Contributions

Task Force 3 (Oversight)

Chair:

Mary Ann Lansang - Global Fund (ex Task Force 1)

Members:

Mwenesi Halima - AED

Rebecca Stevens - Novartis (alternate: H. Kulbicki, IBLF)

Agyarko Kwame - RBM HWG (ALMA)

Teuscher Thomas - RBM Secretariat (ex Task Force 3)

Vondrasek Claudia - RBM SRNs (WARN)

Buj Valentine - UNICEF

Fontana Gabriele – UNICEF

Samantha Bolton - WHO/GMP

KMO (RBM Secretariat)

Eléonore Gaillard (until 23 October 2010)

Martins Pavelsons - Interim role (since 24 October 2010)

Consultant

Nicolas Worms – Acceleris Consulting (since August 2010)

Contributions

SRN co-chairs and SRN Secretariat focal points

Working Group co-chairs

Secretariat coordinators

UN Secretary General's Special Envoy for Malaria

Global Fund Portfolio Managers

Attendees at the September 2010 meeting on PWP



29

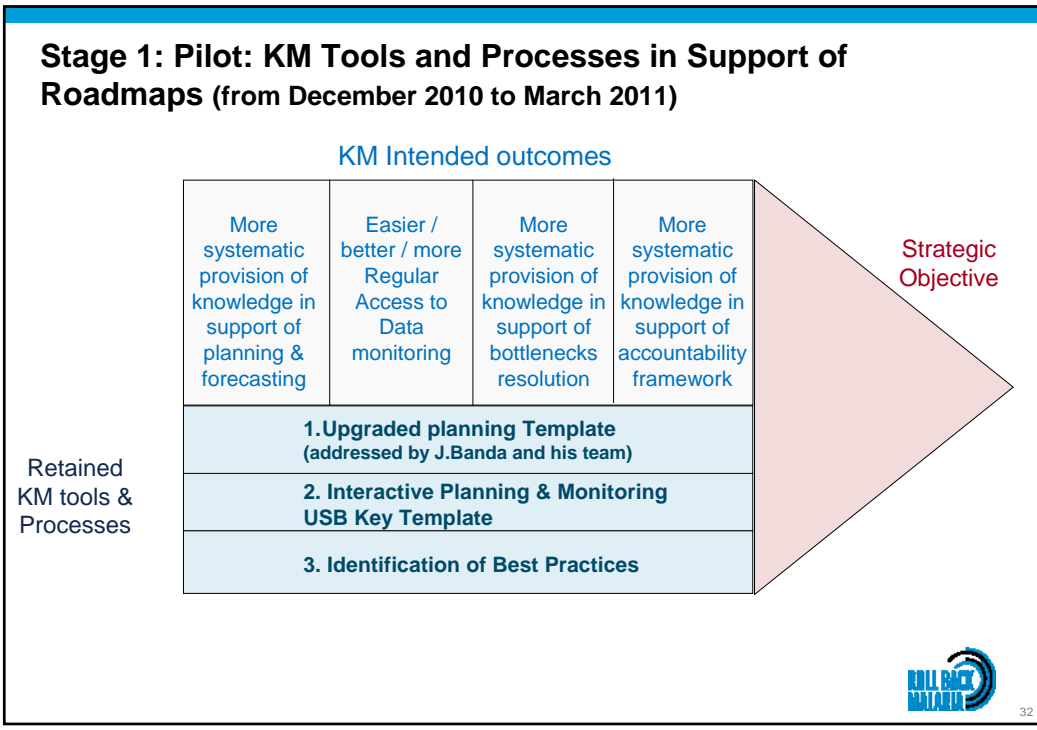
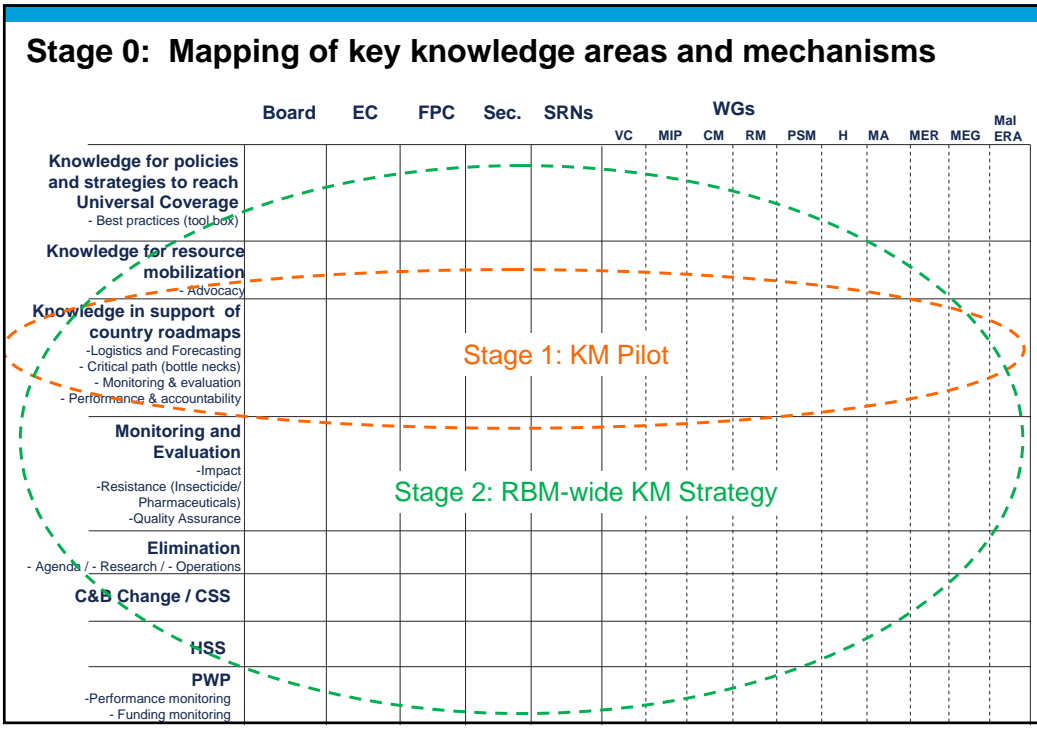
Approach

A participative, focused, applied and evaluated, iterative plan-do-review approach articulated around three stages of work

- Stage 0: A mapping of key knowledge areas and mechanisms at the level of the Board, the Secretariat and among the RBM mechanisms;
- Stage 1: The selection of a KM pilot with the objective of:
 - a) Providing practical/applied KM support to one specific knowledge area
 - b) Learning from doing in terms of how key mechanisms interact in relation to identification, sharing and use of key knowledge
 - c) Building on these learnings to inform a practical/workable RBM-wide strategy
- Stage 2: The development of a RBM-wide KM strategy.



30



Stage 1: pilot Interactive planning and reporting USB Key System (1/2)

Rationale

- Current planning template is Powerpoint-based. Countries are now used to it and it provides useful guidance (particularly in its revised form) as part of the planning and forecasting step of the Country Roadmap process.
- Limitations:
- Requires manual extraction of data for:
 - The overview and tracking spreadsheet (Betty)
 - The RBM website (Marina)
- The template is not constraining (missing data cannot automatically be identified – this needs to be done manually)
- Tracking of indicators is then gathered manually, and is time consuming for NMCPs, SRNs and Secretariat staff
- Key data from the planning and tracking phases cannot be accessed and analyzed easily, leading to important intelligence gaps



33

Stage 1: pilot Interactive planning and reporting USB Key System (2/2)

Objectives

- Providing a more consistent, reliable, time effective management of and access to key Country Roadmap data and information

Benefits

- Consistent with current ways of working – a seamless transition from the existing approach (ppt) to the new (user interface will be similar to the ppt)
- Portable – working off-line (e.g. during key meetings) AND on-line
- Automated – data entered into the USB key template will automatically be sent to the database when connected to the internet
- Providing flexible, reliable, instant access to intelligence – data uploaded by the NMCPs will be stored in a central database, allowing access from multiple points (Secretariat, SRNs, WGs) and for multiple purposes (tracking of progress, calculation of overall requirements in financial or quantity terms, identification of recurring bottlenecks, TA requests, etc.)



34

Stage 1: pilot

Identification of best practice

Objective: Documenting and sharing effective/best practice in addressing main/most recurrent bottlenecks to implementation

Approach:

- Analysis of TA requirements for 2010 (December onwards)
- Documentation of effective/best practice (January 2011)
- Sharing of effective best/practice (February onwards)

Operationalization and evaluation

- Analysis to be conducted by the Consultant and the KM Officer (when recruited), in consultation with J. Banda
- Final decision of effective/best practice to be documented to be submitted to TF3 for approval
- Indicators of success will include, but not necessarily be limited to:
 - Provision of insightful, transferable practices
 - Adoption / implementation by countries
 - Impact on bottlenecks



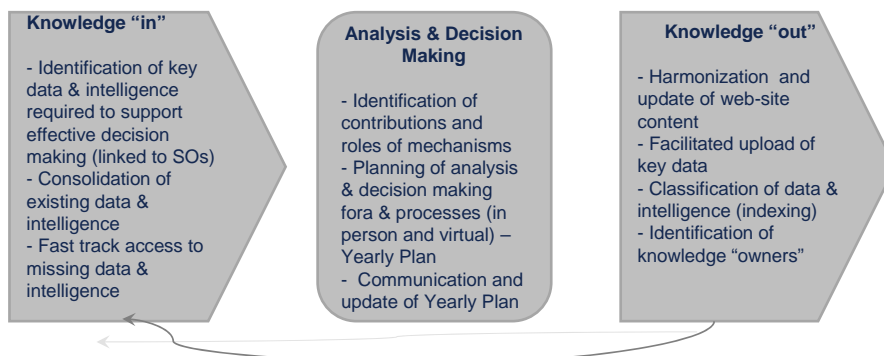
35

Stage 2: Developing an RBM-wide KM Strategy (January – April 2011)

Objective and Overview

(1/3)

Objective: Develop a KM strategy to optimize the flow of knowledge across Key Knowledge Areas and Mechanisms in support of the attainment of Strategic Objectives



Knowledge Management: "the practice of getting the right knowledge to the right people at the right time so that they can work more efficiently and effectively, including among a widely-dispersed workforce". (Minutes of the 17th Board Meeting in Rio)



36

Stage 2: Developing an RBM-wide KM Strategy Enablers

(2/3)

	Off-line	On-line
Processes / Methodologies	<p>Supporting <u>in person</u> key meetings</p> <ul style="list-style-type: none"> -What to decide (in line with SOs) -Who should be involved in the decision (which mechanisms and in what capacity: lead, consult, decide, edit, inform) -What outputs are expected -What input should be fed into the decision making process (e.g. pre-reads, etc.) -How: what decision making methodologies should be applied (chaired meeting, facilitated meeting, etc.) <ul style="list-style-type: none"> • Calendar and Meeting plan for FY • Meetings TORs • Meeting shadowing and coaching 	<p>Supporting <u>virtual</u> key meetings</p> <p>Same as for off-line processes / methodologies +</p> <ul style="list-style-type: none"> -Identification of virtual process required (teleconference, videoconference, Webex conference, etc.) <ul style="list-style-type: none"> • Effective Virtual Working seminar for all • Catalogue of on-line meeting options with guidelines • Meeting shadowing and coaching
Tools	<p>Supporting <u>mobile</u> data upload/download</p> <ul style="list-style-type: none"> • High tech: Standardised USB Keys with uploading functionalities for Roadmaps, TA Requests, etc. • Low tech: Paper based (printable) templates, guidelines, etc. 	<p>Supporting <u>Web-based</u> access to data and information</p> <ul style="list-style-type: none"> • Upgraded roadmap website with search functions • Automated TA request log, monitoring, closing and capture of key lessons learned • Shared work spaces (share point) and shared files (share point, drop box, etc.)



37

Step 2: Developing an RBM-wide KM Strategy Next steps

(3/3)

- 1. Consolidating learnings from pilot phase**
 - Engagement of mechanisms in identification and implementation of KM needs and strategy
 - Project management, leadership, KM resources and oversight
 - Technical requirements and opportunities
- 2. Definition of KM strategy to support “knowledge in”, “decision making” and “knowledge out” in support of SOs, including:**
 - Detailed mapping of key knowledge areas, mechanisms
 - Recommended on-line & off-line tools and processes/methodologies to support flow of knowledge across knowledge areas and mechanisms
 - Recommended human resources to support implementation and assessment of the KM strategy, including roles and accountabilities
 - Recommended time line and implementation steps



38

Requested Board Action

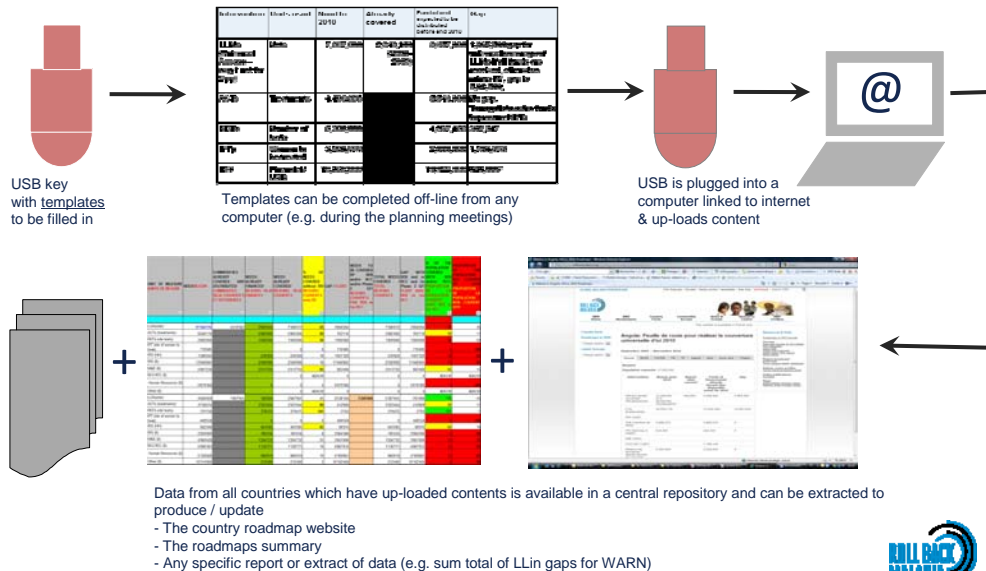
The Board is requested to:

- Take note of the project progress.
- To validate the proposed two-stage strategy and provide specific guidance on:
 - The scope and priorities of the RBM-wide strategy based on the mapping exercise;
 - Whether the recommended KM tools and processes emerging from the KM pilot (Stage 1) should be implemented simultaneously with the development of the RBM-wide KM strategy.
- To mandate sustained leadership support and resources that match the strategic orientation and scope of the project, as determined above.
- To extend the timeline of the project from April 2011 to November 2011 should the Board decide to adopt a broad and comprehensive scope for the RBM-wide KM strategy.



39

Interactive planning and reporting USB Key System Overview



40

Interactive planning and reporting USB Key System Development Requirements, timeline and costs

- Preliminary work must be done before the USB System is developed – this includes
 - Agreeing on a consistent table of indicators/data to be obtained from Countries at planning and tracking phases
 - Agreeing user levels and privileges
 - Nominating a project manager
- Time required to develop, pilot, roll-out, evaluate and review the system is evaluated at 15 weeks, from December 13 to April 8
- Costs for 60 USB keys have been evaluated at 16'000-21'000 CHF depending on the final specifications (table of indicators above). Costs for additional USB keys would be incremental (e.g. 600 CHF for 30 additional keys). The selected provider is Philm, Palo Alto, California (USA) <http://www.philm.com/>, with representatives in Lausanne (CH). A demo video is available on <http://www.philm.com/video/>



41

Interactive planning and reporting USB Key System Proposed Roll-out process

- December 13-22: Preliminary work
- January 3-21: Development work
- January 24-February 11: Piloting the System with 4 countries (1 in each SRN)
- February 14-25: Updates and communication
- March 1-25: Implementation support
- March 28-April 8: Review and consolidation



42

Interactive planning and reporting USB Key System Evaluation

- Evaluation objectives and indicators should be defined during the preliminary work phase (December 13-22), in consultation with key representatives from Secretariat, SRNs, WGs and TF3
- Indicators of success will include, but not necessarily be limited to
 - Impact on completeness and reliability of Roadmap planning & requirements data
 - Impact on timeliness, completeness and reliability of Roadmap updates
 - Impact of ease and efficacy of transfer and searches of data
 - Impact on decision making



43

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



44

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
10.00–11.00	Executive Director Report <ul style="list-style-type: none">• Malaria Landscape• 2010 Partnership Workplan Implementation• 2010 Financial Highlights	Exec Director Idem Idem Idem



45

2010 Global Malaria Landscape

The Landscape Report

Based on:

- RBM Progress and Impact Series
- Recent partner contributions
- WHO data
- Country roadmaps for 47 African countries and territories

WHO's World Malaria Report 2010 to be released in December will also provide additional information

Key areas to be discussed

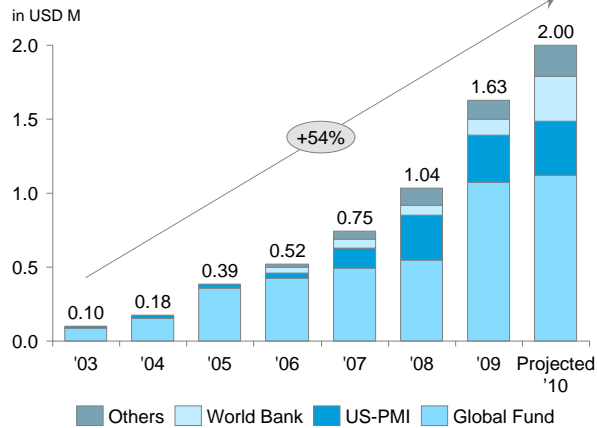
- Financing
- Roadmaps to universal coverage
- Impact in countries
- Elimination
- Research and development
- Global advocacy
- Key strategic challenges



46

Donor commitments to malaria efforts have risen dramatically

Annual funding commitments¹



Source: 2003-2009 figures from The Global Fund, World bank, and US-PMI

Key insights

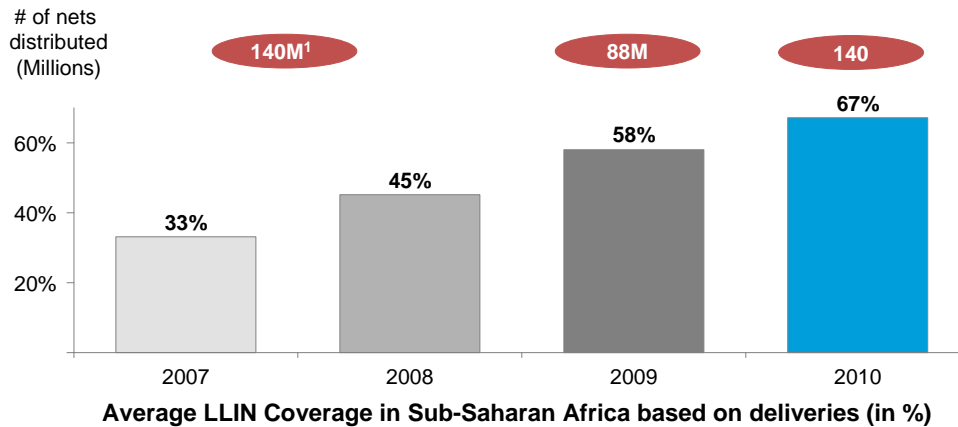
- Despite difficult economic environment, commitments to malaria have continued to grow over the past years
- However, gaps between country needs and donor commitments to Global Fund could impede future progress
- Reliable and sustained financing is critical



47

Significant progress in the distribution of LLINs

Sub-Saharan Africa is just 20 million nets from universal coverage



44% of nets in 2010 went to for Nigeria, DRC, Ethiopia, and Tanzania

1. # of nets distributed from 2006-2008

Source: An analysis of LLIN deliveries by manufacturers, conducted by the NetMapping Project

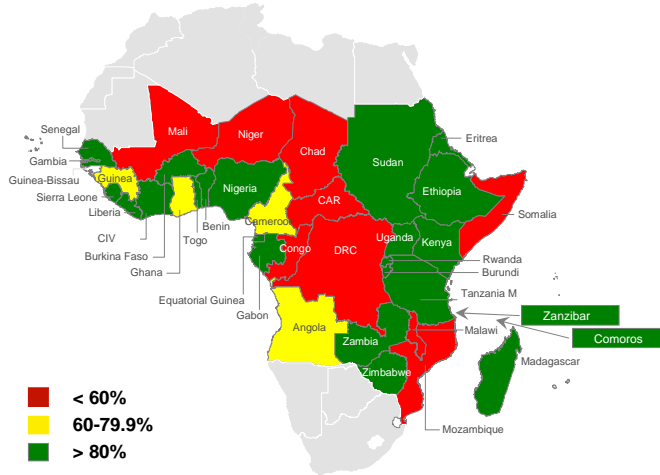


48

Clear progress has been made towards achieving universal coverage

2010 Roadmap towards LLINs universal coverage

Highlights



- It is projected that 25 of 39 countries will achieve an LLIN coverage rate of over 80% by the end of 2010
- Five countries are likely to achieve universal coverage in 2011
- Nine countries performed below 60%



49

A variety of initiatives are underway to accelerate LLIN implementations

Fast tracking LLIN procurement & delivery

- In 2010, 127 million LLINs were fast-tracked for 31 African countries at a value of \$751 M

Voluntary Pooled Procurement Services

- Designed to simplify the procurement process and speed up delivery of commodities

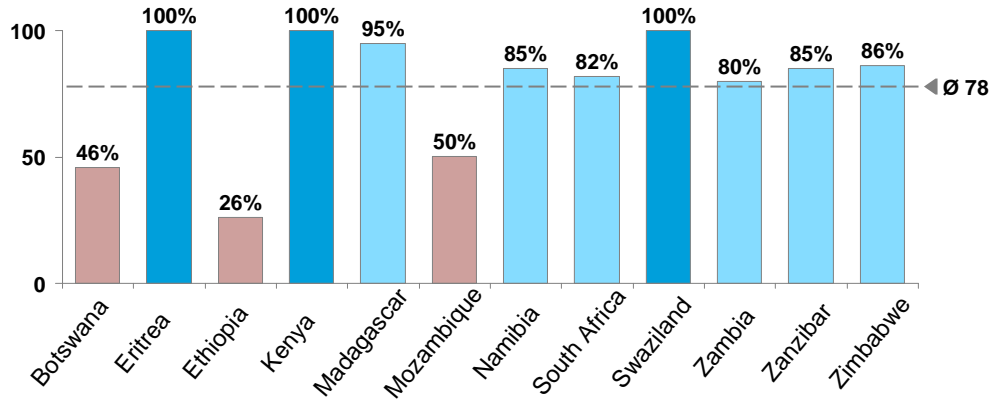
NetGuarantee

- In 2010, NetGuarantee released its first Invitation to Bid to start the early tendering of 250,000 bed nets prior to Mozambique's receipt of Global Fund funding.



50

Indoor residual spraying coverage for target populations has grown significantly over the past two years

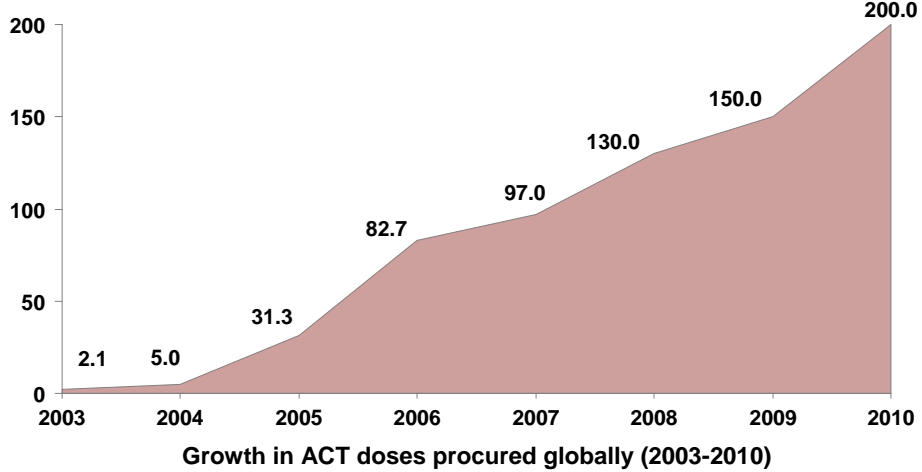


73 Million Africans were protected against mosquitos through IRS in 2009 - a 24% increase vs 2008



Procurement levels of ACT represent another success story

ACT doses in Millions

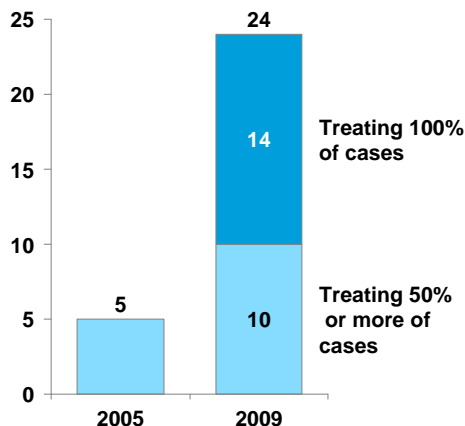


Source: PSM Working Group



Increasing ACT coverage levels for African countries

Number of countries¹ providing ACTs for >50% public sector malaria cases



1. Represents African countries

Ongoing efforts to scale up ACTs



- Leveraging RBM's methodology for global forecasting



- Affordable Medicines Facility for Malaria (AMFm)



- Tackling ACT commodity stock-out



53

Rapid Diagnostic Tests are proven to be successful in the field

Case study: Senegal



- Rapid scale-up of RDT implementation - from 90,000 RDTs in 2007 to 500,000 in 2009 - generated a dramatic drop in reported malaria cases.
- ACT consumption decreased, from 1.6 million courses in 2006 to 174,000 in 2009. Using 2006 as a baseline, 3.2 million courses of ACTs were "saved" from 2007 through 2009
- Assuming US\$1 per ACT treatment course; translates to a savings of \$3.2 million.

Case study: Cambodia



- Began to provide subsidized RDTs and co-packaged ACTs in 2003 through the public and private sectors
- Response to multidrug resistance, inappropriate prescription practices in the private sector, the proliferation of fake antimalarial drugs, and over-treatment of presumed malaria
- Subsidized ACTs have been distributed in 17 endemic provinces in Cambodia and RDTs are distributed widely



54

Reaching for elimination

Focused on elimination

- Elimination Eight Initiative in Southern Africa (E8)



- Asia Pacific Malaria Elimination Network (APMEN)



- Malaria Elimination Group (MEG)

UKIP Global Health Centre
Malaria Elimination Group guidance and evidence for malaria elimination

Reasons for optimism

In 2010 Turkmenistan and Morocco have been certified as countries that have eliminated malaria

Armenia is currently in the midst of certification procedures

China has a 10 year self-funded malaria elimination plan in place to eradicate malaria by 2020



55

Major R&D consortia are focusing on developing new tools



Consortium	Research focus	Highlights
	Vector Control	<ul style="list-style-type: none"> • New long lasting formulation for IRS
	Diagnostics	<ul style="list-style-type: none"> • Rapid Diagnostic Tests (RDTs)
	Drugs	<ul style="list-style-type: none"> • Two new ACTs submitted to European Medicine Agency (EMA)
	Vaccines	<ul style="list-style-type: none"> • RTSS multi-center trial fully operational
	Eradication Research Agenda	<ul style="list-style-type: none"> • Zenith Week



56

Global advocacy: Policy and the P&I Series play critical roles

Policy papers assist in defining strategies to achieve impact



P&I Series assists the international community in measuring impact



57

Engaging high-profile leaders is critical to RBM advocacy efforts



AFRICAN LEADERS
MALARIA ALLIANCE



FEBRUARY 2010
28 Heads of State Reaffirm Malaria Goals
at ALMA Summit



- Ray Chambers (UN SG Malaria Special Envoy)
- Yvonne Chaka Chaka (RBM Goodwill Ambassador)



APRIL 2010
UN Secretary-General Ban Ki-moon meets with HRH Princess Astrid of Belgium, special Representative of the RBM Partnership, at World Malaria Day commemorations at the United Nations in New York.



58

Key strategic challenges for the RBM Partnership

Strategic Challenges	Current RBM response
Insufficient and unpredictable funding	<ul style="list-style-type: none"> • Identify new donors and secure alternative sources of funding • Support countries for rounds / national strategic application channels • Resource Mobilization Working Group
Make the money work	<ul style="list-style-type: none"> • Increase accountability, good governance, and accurate reporting • Assist countries in bottleneck resolution and strategic planning • Document and disseminate best practices
Promote commodity use	<ul style="list-style-type: none"> • Advocacy • Training on behavior change communication
ACT and insecticide resistance	<ul style="list-style-type: none"> • Identifying initiatives to remove monotherapies • Advocate for additional investment in new tools • Support WHO strategies to contain resistance
Strengthen health systems	<ul style="list-style-type: none"> • Facilitate dialogue between RBM partners and other disease control health initiatives



59

Underlying considerations for PWP implementation review

PWP considerations

- Approved targets represent expected achievements over a two year period
- Current report is a progress report as we reach the half-way point
- The report monitors progress rather than results
- Discussions are ongoing with the FPC regarding monitoring performance
- Future PWP implementation reviews will take KPIs developed by the FPC into account

PWP Implementation Review

Budget 2010 considerations

- Financial expenditures for all mechanisms lower than budgeted
- Large percentage of funding was shifted from the SAF to the expenditure budget after May Board meeting
- Additional reallocations took place in August and September resulting in delayed spending
- Implementation has accelerated in second half 2010 and is expected to maintain this upward trend into 2011



60

2010 Partnership Workplan implementation review

On track

Deliverables in the PWP that are on track to be achieved over the course of the two year work plan – assuming sustained funding for the underlying activities



17 Deliverables

Acceleration needed

Deliverables in the PWP that will need additional support and / or funding in order to be reached during the course of the two year plan



5 Deliverables

Off track

Deliverables in the PWP that will not be achieved during the course of the two year plan unless significant changes are made



0 Deliverables

This presentation will focus on those deliverables where acceleration is required



61

2010 Partnership Workplan implementation review

Deliverable 10

Board ensures Partnership support for all countries with resource gaps in their roadmaps to obtain full funding

Current status

- Resource mobilization efforts have been effective for some countries
- Funds not fully mobilized for Kenya, Mali and other countries to fill the gap.
- RMWG TOR has been adopted, membership partially mobilized and a tentative workplan is expected to be defined at this 19th RBM Board meeting

Structure and focus of the RMWG may need to be reconsidered



62

2010 Partnership Workplan implementation review

Deliverable 14

Support elimination countries to mobilize resources for their elimination strategic / operational plans

Current status

- Dialogue around GMAP implementation has been initiated with regional elimination coalitions (APMEN, Meso America, Asia Pacific P Vivax Network, E8 countries)
- The E8 countries are developing a regional strategy to mobilize resources. RBM supported the E8 to develop their elimination strategy and action plan
- The Secretariat and RBM partners has engaged with Malaria Elimination Group (MEG) to further identify elimination strategies to sustain gains

Advocate for countries that are at elimination stage to remain eligible for global funding



63

2010 Partnership Workplan implementation review

Deliverable 16

Revising, updating and disseminating best practices...

Current status

- Tools to conduct malaria program reviews and develop next generation strategic plans have been developed, tested and rolled out by WHO, MACEPA, SRNs and HWG
- Tools have been introduced to 45 countries in Africa and two countries in Asia

Disseminate the tools in other relevant countries and regions



64

2010 Partnership Workplan implementation review

Deliverable 22

Develop and implement knowledge management plan

Current status

- KM Task Force has recruited external consultant and strategy development is underway

Develop strategy before 20th RBM Partnership Board Meeting



65

RBM is putting its funds to good use

Awareness and resources raised

Bottlenecks resolved

ROLL BACK
MALARIA

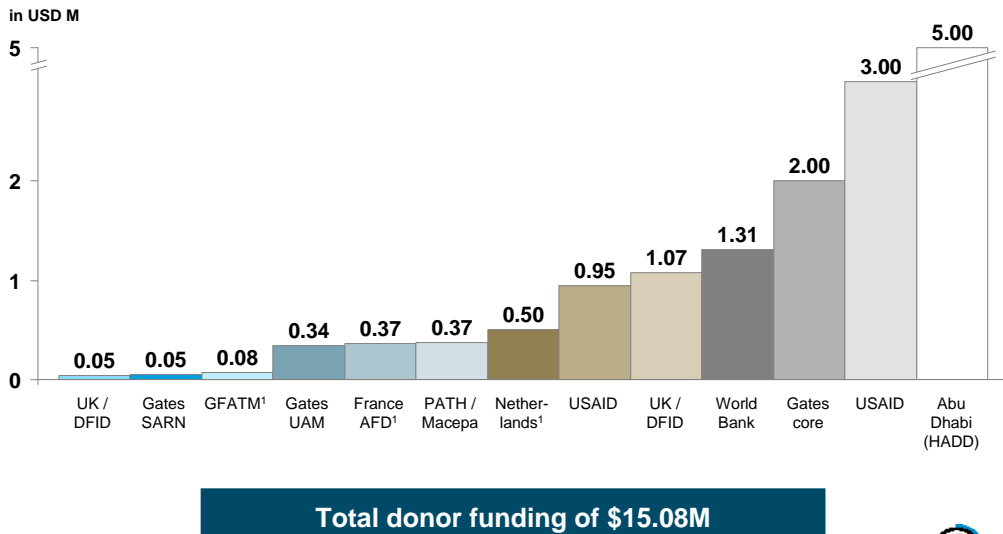
Facilitated and coordinated activities among partners

Roadmaps tracked and updated



66

Financial highlights: RBM with a diverse and international funding base in 2010

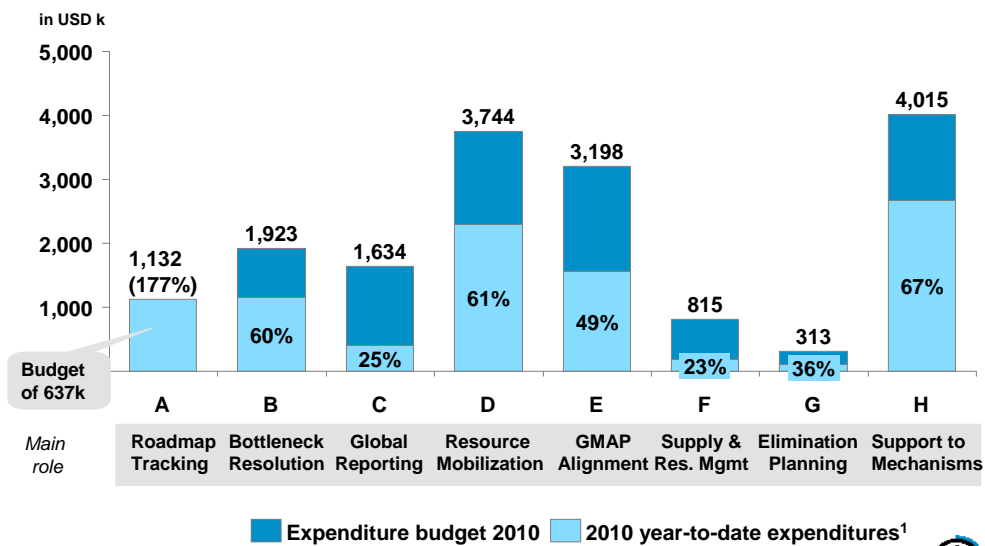


1. Represents funding not yet paid



67

Financial highlights: 2010 expenditures by target allocation

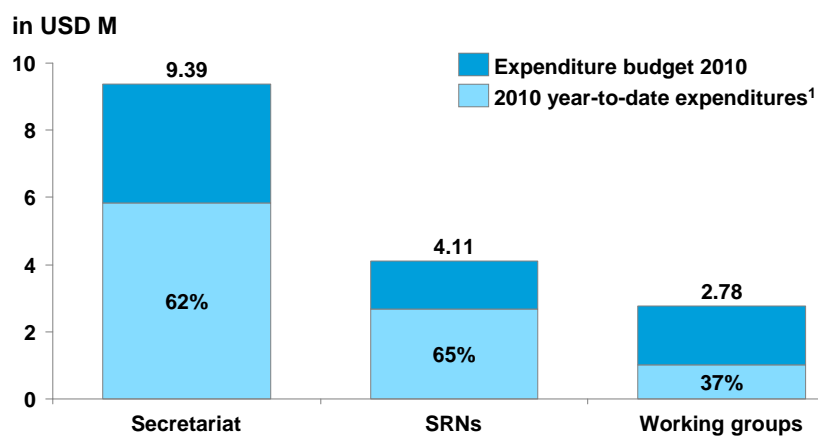


1. Roll Back Malaria Financial Report as of October 31, 2010



68

Financial highlights: RBM 2010 budget implementation



Overall expenditures year to date 59% of approved expenditure budget but expected to reach ~80% by end of year

1. Roll Back Malaria Financial Report as of October 31, 2010



69

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



70

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



71

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
11.30–12.30	Adoption of RBM Governance & Policy Updates <ul style="list-style-type: none">• Revision of Operating Framework• Revision of By-laws• Financial Planning and Budgeting Framework	Exec Director Idem Idem FPC CO-CHAIR



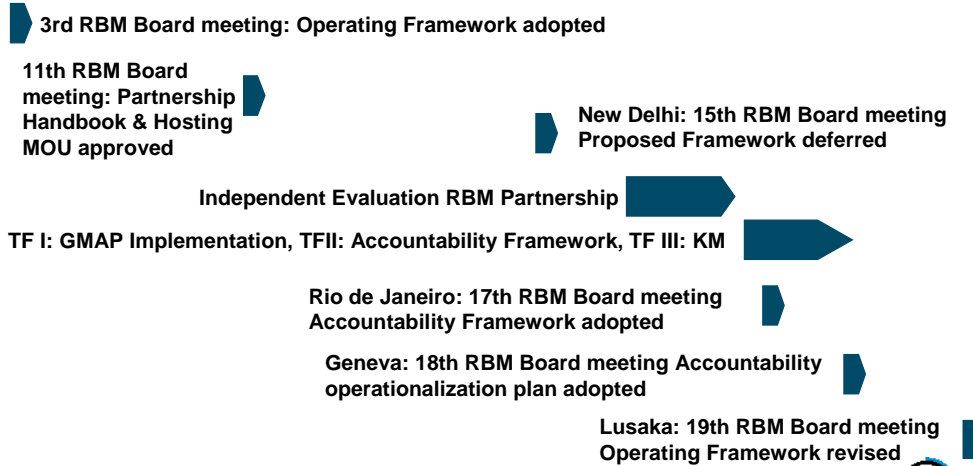
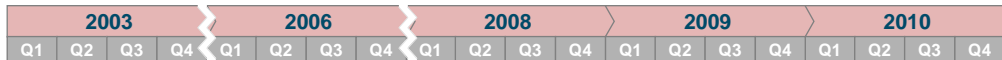
72

Revision of the RBM Operating Framework and By-Laws

19th RBM Board Meeting
Lusaka, December 5 - 8



Governance guidance: Where we come from



Board directions on

Roles and responsibilities:

- RBM Partnership
- RBM Partners
- Board and Members
- Chair and Vice Chair
- Standing Committee
- Executive Committee

Accountability:

- RBM Partnership
- RBM Partners
- Board and Members
- Chair and Vice Chair
- Standing Committee
- Executive Committee
- Executive Director
- Secretariat
- Working Groups
- Task Forces
- SRNs

Organizational guidance:

- GMAP
- Hosting MOU
- GFATM MOU
- Bi-annual Partnership Workplan
- TOR Subcommittees, WGs, SRNs
- Budgeting & Funding

Governance documents:

- Operating Framework – "Constitution"
- By-Laws – "Operations Manual"
- Accountability & Performance "TF 2 Report adopted in May 2010 "
- "Planning – Budgeting Framework"



75

Rationale for updating governance documents

Document

Characteristics

Operating Framework

- Constitution
- Rarely modified

By-Laws

- Occasionally modified whenever new mechanism is created

Accountability Framework

- Permanent KPIs: Impact level
- Periodic adaptation to align with progress on GMAP implementation

Global Malaria Action Plan

- Vision
- Targets
- Strategy



76

Examples of proposed changes to the Operating Framework

Current Operating Framework	Proposed Action	Rationale
Mission, Vision, Targets, Strategies	Removed from Framework	Addressed by GMAP
Creating a Board Subcommittee	Shifted to By-laws	Deals with procedural issues
Evaluating Partnership Performance	<ul style="list-style-type: none"> Removed from Operating Framework as stand-alone accountability framework was adopted in May 2010 KPIs inserted and Accountability & Performance Framework is systematically referenced and included as an annex in the Operating Framework 	Accountability & Performance adopted in May 2010
Description of technical interventions	Removed from Framework	Interventions addressed by GMAP



77

Requested Board Action

The board is requested to:

- Approve the revised Framework Agreement and By-Laws together with their annexes as contained in the document RBM/BOM/2010/SUB.4.2 and RBM/BOM/2010/SUB.4.3 and enforce the above documents as of 1 January 2011
- Insertion of three level KPIs for the Partnership, as outlined in Accountability Framework in Article 2.1.2 of Operating Framework
- Accountability Framework Implementation Plan adopted in May 2010 (RBM/BOM/2010/REP.6) is referenced under accountability paragraphs in Operating Framework and annexed
- Performance Workstream of FPC to establish KPIs for each PWP target and to obtain Board approval through electronic vote during Q1



78

17th RBM Board meeting, Rio de Janeiro:

RBM/BOM/2009/REP.6

Page 11 & 25 Accountability Framework Rio de Janeiro RBM/BOM/2009/REP.6

Board action item 10:

To task the Chair, Vice-Chair, & Executive Director to set up a regular (6-monthly) meeting with the WHO Director-General to discuss the progress of the Partnership, issues with the hosting relationship, and other matters of mutual interest.

18th RBM Board meeting, Geneva

RBM/BOM/2010/REP.6

OPERATING FRAMEWORK

11 October 2010 Operating Framework and Issa Matta, WHO LEG

Pre-Read 19 November to EC for review

24 November EC cleared



79

Financial Planning and Budgeting Framework

Finance and Performance Committee

19th RBM Board Meeting

Lusaka, December 5 - 8



Why is a financial planning and budgeting framework relevant?

Challenges need to be addressed

- Continuous improvement needed in financial transparency and performance mgmt
- Integrated input into Work Plan development needs to be improved
- Level and timeliness of consultation and Board involvement in target setting
- Harmonization between work plans and budgets
- Budget estimates by mechanisms not based on standardised costing model
- Improve tracking and reporting to mechanisms of spending during the year

Proposed approach moving forward

Conduct a high-level needs assessment and GMAP implementation overview

Implement a structured process for consultation and approval of strategic priorities

Initiate a consultative approach to activity based work planning and budget allocations

Provide a detailed monthly reporting process involving all mechanisms



81

This year's planning process was compressed into three months



PWP workshop conducted

Targets and deliverables refined

Mechanism work plans submitted

Costing model developed

Individual activities costed

Analysis of carry forward funding

Review of expected donor pledges

Projection of 2011 funding

Budgets prioritized by:

- Unique function of RBM
- Key areas of resource mobilization and resistance management
- Absorption capacity

Submissions consolidated

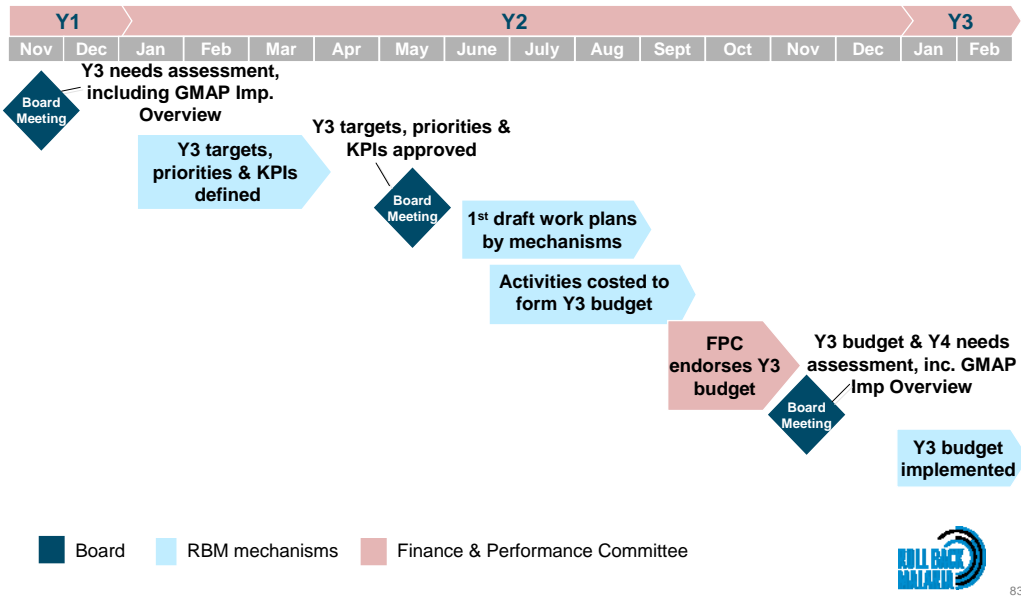
Adjustments made by Ad Hoc Budget Review Committee to meet targets

Board approval



82

Future budgeting cycle will allow sufficient time for planning and implementation



Next steps for the finalization and implementation of the Financial Planning and Budgeting Framework

- The proposed Financial Planning and Budgeting Framework be adopted as an interim process to guide the development of the PWP and Budget 2012.
- Additional work to take place in the first quarter of 2011 to:
 - Fully align the Framework with Board decisions from the Rio and Geneva May 2010 meetings, in particular, with the performance structure and accountability framework prepared by Task Force 2
 - Integrate the Framework more closely with the upcoming work of the Performance Work Stream of the FPC
- The Secretariat progress with a GMAP Implementation Overview as the first step towards Target and KPI setting for the PWP and Budget 2012 .

Requested Board Action

The Board is requested to approve the Financial Planning and Budgeting Framework, as an interim process for application in preparing the PWP and Budget 2012, on the basis that a revised Framework will be presented to the RBM Partnership Board through the EC for electronic vote by the end of February 2011 and that a GMAP Implementation Overview be undertaken to provide guidance in the development of Targets for 2012 to be presented to the May 2011 Board meeting.



85

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



86

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



87

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
13.30–15.00	Strategic Challenges in Implementing GMAP <ul style="list-style-type: none">• Addressing the Malaria Financing Gap• Insecticide Resistance	Global Fund WHO



88

Strategic Challenges in Implementing GMAP

7 December 2010

Professor Rifat Atun
The Global Fund to Fight AIDS, Tuberculosis and Malaria



89

Key Challenges in GMAP Implementation

- Achieving universal coverage of core malaria interventions
- Sustaining scale up and protecting the gains by:
 - Extending useful life of existing tools and ensuring their timely replacement



90

Estimates of cost and financing for malaria control and elimination

GMAP Estimates of Cost
(109 countries & territories)

- 2009: **US\$ 5.3 Bn**
- 2010: **US\$ 6.2 Bn**
- 2011-2020: **US\$5.1 Bn pa**
- 2021-2030, **US\$3.3 Bn pa**
- 2031-2040, **US\$1.5 Bn pa**

Estimated International
Financing for Malaria*

- 2009: **US\$ 1.6 Bn**
- 2010: **US\$ 2.0 Bn**

* Malaria Landscape Dec. 2010



91

Effect of malaria financing: empirical evidence

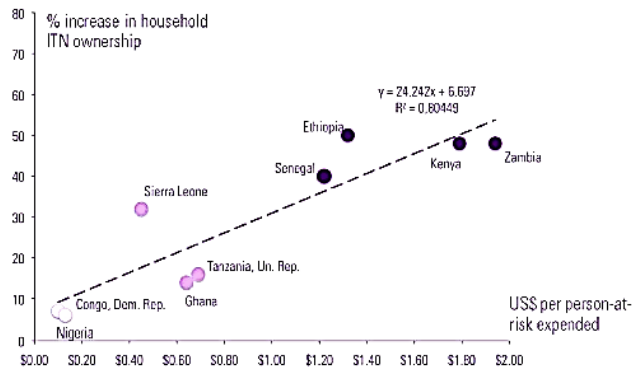
- Strong correlation between increased **external financing** and expanded **coverage** of malaria control interventions
- Rapid **scale-up** of prevention and treatment leads to significant **reductions in morbidity and mortality**
- Investments in malaria control program yield **significant health returns**
- **Funding volatility** hinders efficient implementation of planned activities

Source: RBM Progress & Impact Report Series – 2010



92

Correlation between external investment and ITN coverage



Notes: Rwanda and Mauritania were not included in regression analysis due to variability in estimates of population-at-risk and its impact on ITN procurement spending per-capita-at-risk.

Source: RBM Progress & Impact Report Series – 2010



93

Annual international funding per person at stable risk (to 2009) and per capita income

	\$0 funding per person	\$0-1 funding per person	\$>1-4 funding per person	\$>4 funding per person
≥\$4000 per-person GDP	Argentina,* Belize,* Costa Rica,* Mexico,* Panama,* Saudi Arabia, South Korea, Turkey,* Malaysia,* French Guiana*	Botswana,* Colombia, South Africa*	Brazil,* Dominican Republic, Namibia, Venezuela*	Iran, Gabon,* Equatorial Guinea, Suriname*
\$≥1000 to <\$4000 per-person GDP	Paraguay	Bhutan, Cameroon,† China, Ecuador, Guatemala, Honduras,† India, Indonesia, Nicaragua,† Peru, Philippines, Thailand	Angola, Bolivia,† Congo, Georgia, Guyana, Nigeria, Solomon Islands, Sri Lanka, Sudan	Azerbaijan, Swaziland, Vanuatu
≥\$500 to <\$1000 per-person GDP	..	Chad,† Haiti,† Laos, Pakistan, Vietnam, Yemen	Côte d'Ivoire,† Benin,† Cambodia, Comoros, Djibouti, Ghana,† Kenya, Mali,† Mauritania,† Senegal,† Tajikistan	Zambia,† Papua New Guinea, São Tomé and Príncipe
<\$500 per-person GDP	..	Bangladesh, Burma, Guinea,† Nepal, North Korea	Afghanistan,† Burkina Faso,† Burundi,† Central African Republic,† Democratic Republic of the Congo,† Eritrea, Ethiopia,† Gambia,† Guinea-Bissau,† Madagascar,† Malawi,† Mozambique,† Niger,† Sierra Leone,† Somalia, Tanzania,† Timor-Leste, Togo,† Uganda†	Liberia,† Rwanda,† Zimbabwe

Currency is US\$. GDP=gross domestic product. *Countries that are regarded by the Development Assistance Committee of the Organisation for Economic Co-operation and Development as middle-high income countries least eligible for donor assistance. †Countries that are regarded as heavily indebted countries that have received or pending debt cancellation.

Source: Snow, Gething, Atun et al. Lancet 2010. Equity and adequacy of international donor assistance for global malaria control: an analysis of populations at risk and external funding commitments



94

Areas for Considerations of the RBM Partnership Board

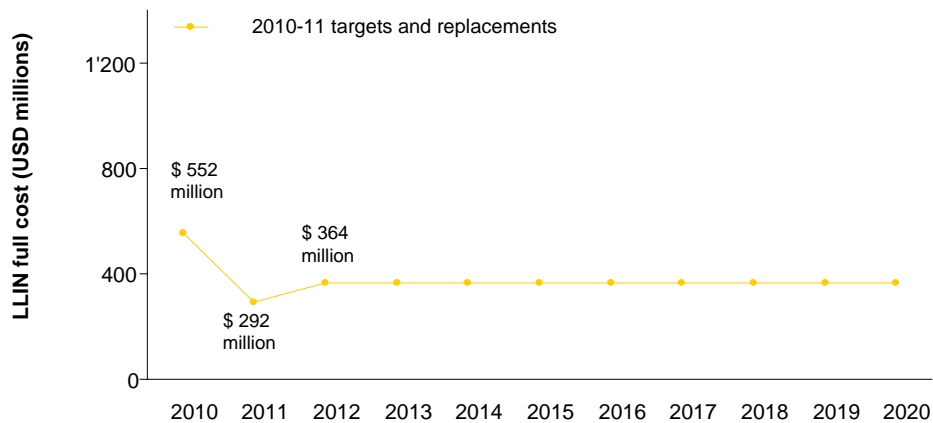
- 1 Closing the financing gaps for universal coverage
- 2 Continuing the scale-up and sustaining the gains achieved
- 3 Ensuring investments targeted to address both biological need, equity and adequacy
- 4 Optimizing investments to realize greater impact with available resources



95

Protecting the gains: cost of LLIN replacement

Annual cost of replacing all long-lasting insecticidal nets that will have been distributed by end 2011 (Assumes LLIN lifespan of 3 years)



96

Analysis undertaken by the Global Fund



96

Additional challenges in implementing GMAP

- External support to a large number of malaria endemic countries remain below 'adequate' levels
 - Dependency on external support
 - Need to diversify investments
- Varied implementation success of Global Fund supported programs
- Scaling up of RDTs and ACTs
 - Managing malaria negative children with fever
- Measuring investments
 - Tracking domestic contributions



97

Possible actions for RBM Partnership Board

The Board could consider the following options:

1

Framework to prioritize investments to address the financial gaps

2

Identify optimal resource allocation approaches to improve efficiency and effectiveness of investments

3

Seek innovative ways to increase domestic financing

4

In support of the above, rename Resource Mobilization Working Group as Resource Mobilization Board Sub-Committee. (TOR in Annex 5)



98

Current Nominees for Membership: Resource Mobilization Working Group

Nominated

Foundations

- Accordia Foundation:** Nancy Blum
- Bill & Melinda Gates Foundation:** Patricia Atkinson, Carol Medlin

Ex-Officio Members

- The Global Fund:** Stefan Emblad
- UN Secretary General's Special Envoy:** Ray Chambers

Donors

- US President's Malaria Initiative :**
Adm. Tim Ziemers

TBD

Private Sector

Non-Governmental Organizations North

Non-Governmental Organizations South

Malaria Endemic Countries

Research & Academia

Multilaterals



99

Requested Board Action

- Identify, based on the discussion of this Board session, high level priorities regarding RBM resource mobilisation strategies for the period 2011-2015. These priorities will form the draft agenda for the 1st meeting of Resource Mobilisation Working Group.
- Endorse current membership of Resource Mobilisation Working Group
- Make a call for additional members from non represented constituencies for Resource Mobilization Working Group
- Ensure that strategic resource mobilization priorities developed by the RBM Board inform policy and strategy discussions in other Boards governing malaria resources (GFATM, UNITAID), e.g. with regard to eligibility criteria, continuation of services policies.



100

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



101

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



102

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
15.30–16.00	Possible Partnership Priorities Beyond 2011 <ul style="list-style-type: none">• Draft Priorities and Targets for 2012-2013	Gates Found



103

Possible Partnership Priorities Beyond 2011

RBM Board Meeting
December 7, 2010



Priorities (for targets)

For the period 2011 to 2015

Country Level

- Move beyond planning and targeting based on inputs (universal coverage) to planning for impact (e.g. measurable developments in prevalence reduction)
- Improved country response planning and optimization (helping in prioritization of needs, intelligent distribution of LLINs, low prevalence countries combine investments in malaria response with those of other tropical diseases instead of having a separate programme)
- Increased country accountability

Global Level

- Set impact targets (recognizing that with available technology, level of achievements in disease burden reduction is influenced strongly by the base-line)
- Achieve scale up (Universal coverage) where that has not been achieved
- Sustaining gains and maintaining universal coverage
- Include diagnosis and case management in universal coverage targets
- Confront insecticide and drug resistance
- Chart a course to sub-regional and regional elimination and global eradication



105

Priorities (for mechanisms)

For the period 2011 to 2015

Priorities

- Close the resource gap including rethinking financing policy - the move towards increasing the national financing for countries where this is viable)
- Optimize use of available resources.
- Improve coordination and synergies among RBM mechanisms including those at country level such as CCMs, NMCPs, PRs and MOHs
- Build and maintain effective linkages between SRNs and in country partnerships
- Build regional and country capacity



106

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
09.00–10.00	Committee Reports	
10.00–11.00	Executive Director Report	Exec Director
11.00–11.30	Break	
11.30–12.30	Adoption of RBM Governance & Policy Updates	Exec Director
12.30–13.30	Lunch	
13.30–15.00	Strategic Challenges in Implementing GMAP	
15.00–15.30	Break	
15.30–16.00	Possible Partnership Priorities Beyond 2011	Gates Found
16.30	Session Adjourned	
16.30	Departure for 'Chaminuka Lodge'	
17.30	Reception	



107

Nineteenth RBM Partnership Board Meeting

Tuesday, December 7, 2010

Time	Agenda item	Presenter
17.30	Reception <ul style="list-style-type: none">Hosted by the Government of the Republic of Zambia	



108