



Roll Back Malaria Partnership

Resource Mobilization Working Group TORs

Revised Terms of Reference based on review of Accountability Framework and cross-comparison of TORs and best practices of other organizations

Revised April 2010

Draft template for RBM Working Group Terms of Reference

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Background

At the 17th meeting of the RBM Board on 3 – 5 December 2009, the Board asked Task Force 1 to: (1) develop new TORs for a Resource Mobilization Working Group (RMWG) to secure resources towards full implementation of the Global Malaria Action Plan (GMAP); and (2) create a redefined RMWG to develop the appropriate strategy for funding the GMAP. Task Force 1 would also look into the status of the RBM Resources Working Group that was approved by the Board in March 2003 and determine how it could be reconfigured in accordance with the new Board decision in December 2009.

The Board recognized the importance of establishing a coordinating mechanism to oversee the development and implementation of the resource mobilization strategy for the GMAP. To reach the 2015 targets, almost \$6 billion USD was projected as the annual requirement. This level of funding has become a challenge to achieve, particularly in the face of the ongoing economic crisis. In 2010 alone, the funding gap against the projection to reach GMAP targets is estimated to be \$ 4 billion. Therefore, many of the activities in the RBM Partnership work plan remain unfunded. The new RBM Resource Mobilization Working Group (RMWG) is an advisory group that oversees, coordinates and provides support to Partners and the Secretariat on issues pertaining to resource mobilization for the GMAP.

I. Purpose/ Rationale

The overall objective of the RMWG is to develop a sustainable funding and fundraising strategy to achieve GMAP targets and oversee its implementation. The RMWG responds to the expressed need for greater pro-activeness among RBM Partners, including endemic countries, to collectively address issues relating to an appropriate fundraising strategy for the GMAP, including appropriate investments for specific malaria control interventions or regions. The RMWG serves as an advisory body to the RBM Partnership Board to enhance the RBM Partnership's capacity to mobilize new resources for the GMAP.

The RMWG is guided by the overall commitment of RBM Partners for: (i) partnership and capacity building, (ii) harmonization, accountability and transparency in scaling-up actions; and (iii) bridging the gaps between technical and programmatic support needs at country level.

II. Functions of the Working Group

The RMWG will:

Convene:

Engage academia and/or other institutes and organization to carry out an economic analysis on return of investments for malaria control, prevention and elimination

Coordinate:

- Review and update the projections for resource needs and funding gaps. The RMWG will commission work towards an improved malaria costing model, harnessing updated knowledge from national health accounts, price reporting mechanisms/databases, procurement management systems, and new evidence on control and elimination

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- interventions, as well as needs for health systems and operational research. This information will feed into the resource mobilization strategy and will allow the GMAP to truly be a living and dynamic blueprint for fighting malaria.
- Develop a comprehensive resource mobilization strategy to provide guidance to the RBM Partnership on options for financing effective and sustainable malaria control, prevention and elimination. The strategy should include innovative approaches tailored to different sectors - public, private, endemic countries – as well as innovative financing mechanisms to extend the donor base. The strategy will also provide options for implementation, including the need for dedicated staff within the RBM Secretariat for harmonizing resource mobilization efforts and building relationships with prospective donors.
 - Develop an advocacy strategy to implement the resource mobilization strategy, in collaboration with other RBM Working Groups, for example, the MAWG. It will also advocate for financial commitments from endemic countries for better national ownership.
 - Coordinate partner efforts to track resources spent for GMAP implementation (e.g., National Health Accounts malaria sub-accounts exercises), thus creating a harmonized reporting system for resources available, immediate resource needs and funding gaps.
 - Develop a comprehensive resource mobilization strategy to provide guidance to the RBM Partnership on options for financing effective and sustainable malaria control, prevention and elimination. The strategy should include innovative approaches tailored to different sectors - public, private, endemic countries – as well as innovative financing mechanisms to extend the donor base. The strategy will also provide options for implementation, including the need for dedicated staff within the RBM Secretariat for harmonizing resource mobilization efforts and building relationships with prospective donors.
 - Develop an advocacy strategy to implement the resource mobilization strategy, in collaboration with other RBM Working Groups, for example, the MAWG. It will also advocate for financial commitments from endemic countries for better national ownership.
 - Monitor and evaluate resource mobilization efforts and performance on a yearly basis with support from RBM Partners.

The Resources Working Group, which had informally renamed itself the Finance and Economics Working Group (FEWG), will become a Workstream of the RMWG and will be named the Economic Analysis Workstream (EAW). Initially it will be responsible for undertaking the work associated with Nos. 1 and 6 above. Pending approval of the RMWG TORs and formal establishment of the WG, the EAW will become a prototype workstream and continue its ongoing tasks. It will eventually be integrated with the RMWG and report to the co-chairs of the WG.

Recommendations of the WG will be reviewed and ratified by the Board.

These functions will be revisited periodically to ensure continued relevance.

As a consequence of a potential extension of the donor base, an additional Board seat for the relevant constituency should be added at the recommendation of the RMWG with support from RBM Secretariat to include new financial contributors, as suggested by the 17th Board Meeting.

III. Roles and Responsibilities

The membership of the RMWG should be drawn from: known experts in global-level fundraising, a designated member of the RBM Board, the Finance Committee and one RBM Secretariat staff. The working group should also include a number of focal points from major donors, partner organizations,

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development banks and relevant working groups (MAWG, HWG, MERG, etc.), as well as endemic country representatives.

a) Members

- A WG can consist of two types of members: (1) Core Member and (2) Observer
- Working Groups are a willing assembly of RBM Partners; as such, membership is open to all interested institutional partners, provided that they meet the criteria for one of the membership types

Core member status

- Core members represent their institutions. Every interested institutional partner can become a core member of the Working Group if s/he meets the following criteria:
 - Expertise and experience in global fundraising, health economics and/or resources mapping
 - Appropriate level of seniority and credibility
 - Ability to fund their own participation or attendance at RMWG meetings, unless they qualify for financial support for participation via the RBM partnership Secretariat or other RBM partners
- The group of core members should ideally meet the following criteria:
 - Balanced geographic representation
 - Balanced representation of constituencies
 - Representation of key organizations/institutions relevant for functions of WG

Institutional partners who wish to become core members and who meet the criteria are approved for membership by the chair / co-chair. The co-chairs may actively approach and encourage individuals/organizations to join the Working Group to mirror the ideal composition.

- Roles and responsibilities of core members include:
 - Participation in RMWG meetings (or determine alternate if participation not possible)
 - Participation in at least 80% of conference calls
 - Active participation in the implementation of the RMWG work plan
 - The role is a voluntary role - there is no remuneration for participating
- A core member will maintain its status until
 - S/he resigns
 - S/he is unable to perform the agreed upon responsibilities as defined above and agreed upon tasks

Observer status

- Interested individuals/ organizations that cannot commit to the same degree as core members are allowed to participate in WG meetings at the discretion of the (co-) chairs as observers and contribute as possible.
- Observers have no voting power (see below)

b) Chair /Co-Chair

Election process:

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- Two co-chairs or alternatively one chair and one co-chair (at the discretion of the core RMWG members) are elected by the Working Group members prior to the mid-year meeting of the RBM Board. (Co-) chairs are elected for a two year term with potential renewal¹
- The election procedure shall be transparent and open to all core members of the Working Group with one vote per core member
- The Secretariat shall send out notifications one month prior to the election, soliciting nominations. Each core member has the right to nominate one person or self-nominate
- Two weeks prior to the election the Secretariat shall obtain a confirmation from the nominees that they are interested and willing to run for election
- Prior to the (co-) chair's endorsement by the Board, the Secretariat shall obtain an explicit assurance from their employer agreeing to the additional travel and workload related to assuming the role as chair of a RBM Working Group
- The election should be carried out through a secret ballot and can either take place during one of the Working Group meetings or through the use of electronic vote. A simple majority decides.
- The (co-) chairs are endorsed by the RBM Board at the mid-year Board meeting

Roles and responsibilities include:

- Preparation and chairing of WG meetings
- Preparation of annual work plan and budget in collaboration with the RBM Secretariat (see below)
- Coordination and review of monthly progress reports to RBM Secretariat and Executive Committee (see below)
- Review of meeting minutes

c) Secretariat

- Each Working Group is supported by a Secretariat that could either be from the RBM Secretariat or a partner organization
- Option 1: The RBM Secretariat designates staff to act as Secretariat for WG [recommended]
- Option 2: Where WG specific Secretariat already functional, it could continue its work

The selection of host partner and the elected officers will be drawn from the members of the WG.

- Roles and responsibilities of the Secretariat include:
 - Coordination and organization of WG meetings in collaboration with (co-) chair
 - Provision of facilities for meetings (rooms, conference call facilities etc.)
 - Preparation and dissemination of meeting minutes
 - Preparation of monthly progress reports to RBM Secretariat and Executive Committee (see below)
 - Maintenance of Working Group homepage, at least update membership list and upload meetings minutes and progress reports.
 - Other supporting functions as appropriate

The implementation of Board recommendations and the adoption of a resource mobilization strategy as well as best practice guidelines with implications for malaria control financing and resource mobilization actions will be supported by at least one full-time staff in the Secretariat and disseminated by the Partnership Secretariat to RBM Partners.

¹ MIP and MERG for example have a chair and co-chair, while HWG has two co-chairs.

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d) Sub-Working Groups/ Taskforces

- Sub-Working Groups/ Taskforces may be established to work on specific issues of WG work plan

IV. Working Procedures

a. Annual Work Plan and Funding

The WG will work according to an annual programme of work that takes into account the above noted functions of the WG and prevailing requirements to scale-up country malaria control including prevention and elimination.

The WG will focus on aspects of its programme for which it can provide “value added”, and can request an individual RBM Partner to take specific lead actions as appropriate and commensurate with that Partner’s mandate or area of expertise.

Planning:

- The RBM Secretariat supports the development of the annual work plan and budget to ensure consistency across Working Groups
- Annual work plans must be follow the SMART objectives:
 - S – specific
 - M – measurable
 - A – accountable
 - R – realistic
 - T – time related
- Facilitated by the (co-) chairs, the WG must develop a biennium work plan and budget, guided by the GMAP strategic implementation plan commissioned by the RBM Board
- A distinction is made between the first and second year work plan and budget. The first year work plan and budget must match the funds identified at the mid-year Board meeting and are fixed for the following 12 month after the Board’s approval. The second year work plan and budget are indicative, based on funding projections and revised after the first year
- The biennial work plans and budgets are approved in November by the Board and are subsequently implemented by the Working Groups

Preparation:

- Action items must be matched with budget line items to link the activities of the work plan with funds
- Annual work plans must also specify any additional funding raised aside of the Secretariat funding and clearly assign this funding to specific tasks
- Dependencies between action items must be recognized and activities need to be prioritized.
- Work plans highlight the necessary interaction with other RBM Partnership bodies (e.g. other Working Groups, Sub-Regional Networks, and individual Partners)
- The work plan and budget must be ready 40 days prior to the end year Board meeting for the RBM Secretariat to compile a partnership work plan that will be reviewed by the Executive Committee
- The Executive Committee can suggest changes in the work plan if required by the financial situation or to better reflect RBM priorities

Resource Mobilization:

- Mobilizing resources for Working Group activities is the responsibility of the Working Group.

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a) Meetings

Convocation of meetings

- Ordinary Meetings: The WG Chairperson will call the WG meetings supported by the WG Secretariat in line with the programme of work, and following informal consultation with the RBM Secretariat and other WG members on the suitability of proposed meeting dates
- Ad Hoc Meetings: Meetings on issues requiring the urgent review of the WG will be organized on an ad hoc basis if called for by the Partnership Board or Secretariat

Types of Meetings

In the interest of efficient use of time and limiting costs associated with meetings, the WG will complement face-to-face meetings as held at a host partner's site with virtual meetings (i.e. teleconferences and videoconferences) of the WG as a whole or its sub-Working Group(s) as necessary

Frequency of Meetings

- Ordinary Meetings: A number of ordinary meetings would be organized and held at a host partner's site per annum
- Ad Hoc Meetings: Such meetings will be organized as stated above (see Convocation of Meetings)

b) Conduct of Business

- The quorum of the WG for adopting recommendations will be 80% of the core members. Observers have no voting power

c) Minutes

- The WG Secretariat will draft the minutes on the proceedings of the WG meetings, including those of Sub-Working Groups. The Chairperson, and other selected members depending on the subject matter, will review these minutes within two weeks after a meeting. The final minutes should be distributed no later than two weeks after the meeting
- WG chair circulates the meetings minutes no later than two weeks after the meeting to the RBM Secretariat and the Executive Committee

V. Reporting and Performance Review

RMWG prepare two types of reports for the Executive Director (or appointed Performance Committee): a monthly progress report that is circulated to the Executive Committee for its monthly meetings and a semi-annual report that is prepared for the semi-annual Board meeting.

Monthly reporting: The RMWG Secretariat prepares a monthly report for the Executive Director on progress in achieving the work plan objectives, including a financial report. The Working Group chair reviews this report. In order to keep reports concise and reduce the reporting burden, the report only specifies challenges and issues arising in the implementation of the work plan rather than giving a comprehensive picture.

Semi-annual reporting: Reports immediately preceding the Board meetings should summarize progress of the previous six months.

At each Board meeting the Executive Committee should select two Working Groups to report to the Board and to allow an interactive discussion with Board members on issues, challenges, progress to-date and

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future objectives and work plans. The choice of which Working Groups should report will be made based on the priority of the work of the Working Group and on the adverse gap between the Working Group's objectives and the actual achievement of them. The formulation of the WG programme of work will take into account the direct and indirect implications of Board relevant recommendations requiring follow-up by RBM Partners at global, regional, sub-regional and/or country levels.

VI. Dissolution of the Working Group

The TORs for RMWG should be reviewed by the Board on a biannual basis. The review process should be based on specific performance criteria for each Working Group. In other words, RMWG will be measured on how well they accomplish the activities and meet the goals and targets defined in their annual work plans. If a majority of targets cannot be met in the two year time period of the work plan and there is a low rate of participation among members, if the mandate of the Working Group has been completed, or if the Board no longer feels the mandate of the Working Group is relevant to the new Partnership Workplan, the Board can decide to dissolve the Working Group.