



Roll Back Malaria Partnership

Harmonization Working Group (HWG) TOR

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

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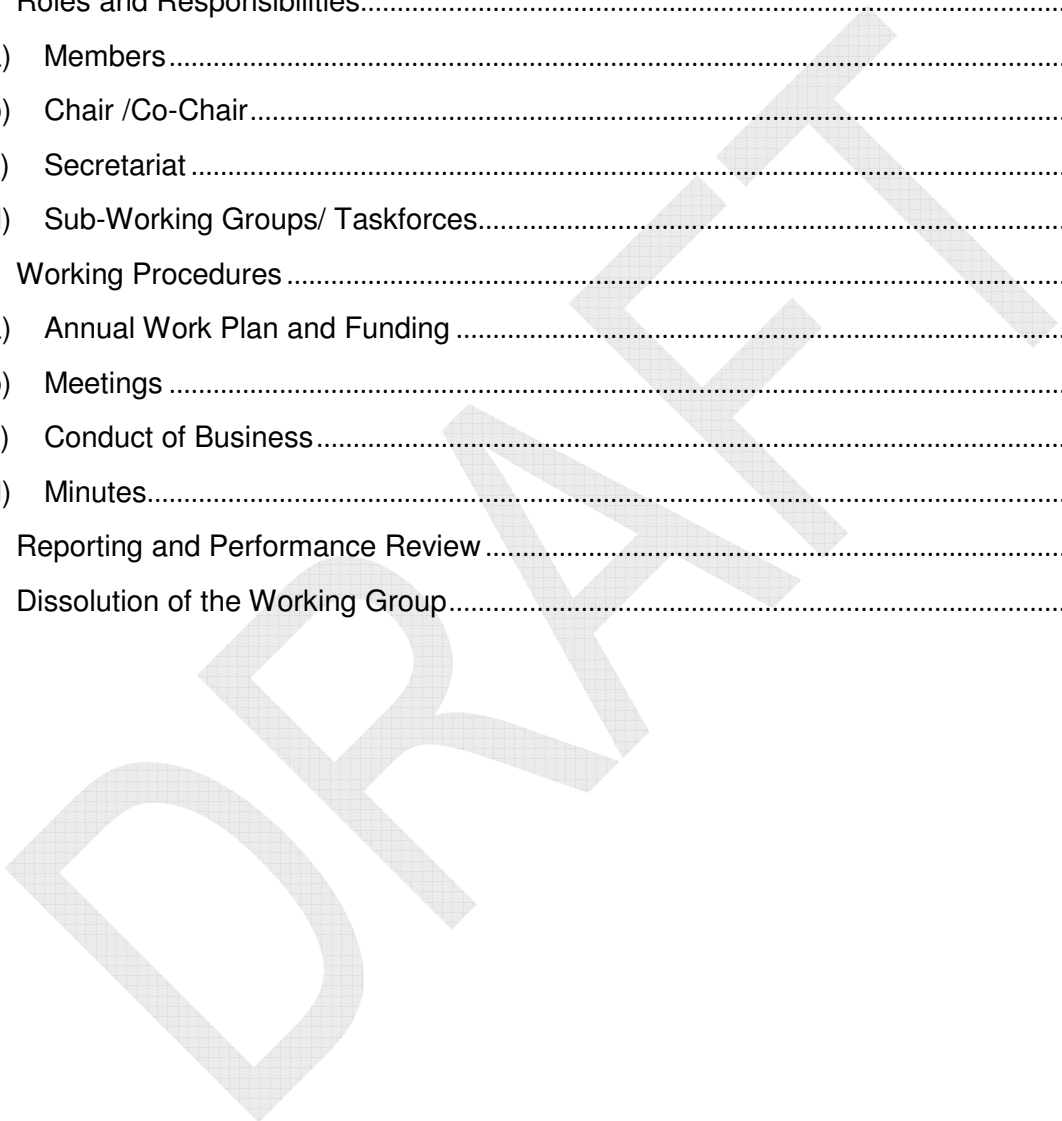
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I. Purpose/ Rationale

Purpose:

To implement a formal partnership mechanism to facilitate and harmonize timely support from the RBM Partnership mechanisms to achieve the GMAP targets.

Rationale:

In the last few years significant additional resources (GFATM, World Bank Booster, PMI) have been dedicated to the fight against malaria. The next five years (2010-2015) is a critical period in the fight against malaria, resources will need to be used as effectively and efficiently as possible to maintain universal coverage, scale up interventions for impact where this has not occurred, and achieve 2015 global targets. This period represents a rare window of opportunity that could close rapidly without demonstrated impact on malaria at country level. It is critical to achieve impact to sustain donor interest and continued investment.

Countries face multiple challenges in their efforts to scale up and maintain their malaria control programmes. It is generally accepted that the following obstacles are common to several countries: weak managerial, planning and implementation capacities, lack of a comprehensive analysis of technical and financial gaps, sub-optimal monitoring of performance, and insufficient and/or sub-optimal use of resources, all of which inhibit cohesive scaling of activities. Harmonization of partner efforts at the country-level will be facilitated by the development of the 'three ones' at country level; where all partners identify and adhere to one coordination mechanism; one strategic plan and one M&E system.

There is agreement among RBM Partners that meeting the challenge of Scaling Up For Impact (SUFI) requires a rapid effort to define what should be done better and differently, how it will be done and by whom. The true test is in the effective translation of efforts at the country level through concrete interventions that improve and sustain malaria outcomes on a large scale. Countries and partners have identified resource mobilization and implementation support as two major areas where many countries require assistance.

There is a consensus that resources currently available, although at a higher level than ever before, are still not sufficient to meet the needs of endemic countries in controlling malaria. Donors need to be reassured that the resources they have already committed or will commit will be used effectively. Therefore, a process for validating country strategies and ensuring that programmes have capacity/ability to effectively implement and achieve impact is needed.

In addition to the challenges encountered by the countries themselves, recent meetings highlight a main challenge within the RBM Partnership. Many activities are being performed by a variety of partners, leading to a lack of cohesiveness among RBM Working Groups, Sub-regional networks, funding agencies. Major initiatives have been operating almost independently; without the broader support of the partnership. A process to effectively bring together the resources and inputs of various RBM partners is urgently required. The purpose of the HWG is thus to develop a formal partnership mechanism to coordinate, facilitate and harmonize RBM mechanism timely support to assist countries to achieve the GMAP targets.

II. Functions of the Working Group

The HWG will focus on the following activities:

- **Convene**: the HWG brings together a group of partners who provide support in response to needs at country level identified by the SRNs or other sub-regional or in-country bodies / mechanisms.
- **Co-ordinate**: by bringing the Partners together, gives a forum for the Partners to co-ordinate their:
 - **Support towards**
 - the development of national malaria strategic goals and objectives (National malaria strategic and implementation plans,
 - overall implementation of the malaria strategic plans
 - malaria programme review and evaluation
 - **Emergency support**: Mobilize partners to provide timely support to countries with unmet needs predominantly through the SRNs.
 - **Resource mobilization**: Develop a formal process to facilitate support to countries for matching donor resources to country-identified gaps, including coordinating the RBM Partnership support to development of Global Fund proposals and other such funding mechanisms and sources.
 - As and when required, assess and/or provide guidance to the entire partnership, including donors on whether countries can effectively absorb more resources.
 - **Implementation support**: Facilitate the provision of harmonized support to countries to identify and resolve implementation bottlenecks/issues so that countries perform at a high level (e.g. A1 or B1 with Global Fund Grants). The primary point of support above the country level will be the SRNs. If global level support is required and/or additional RBM Working Group support is required, the HWG will coordinate /facilitate a comprehensive RBM response.
 - Working with and through the SRNs, facilitate the development of a global early warning system to identify countries with implementation challenges at an early stage to facilitate the provision of effective and timely support to help countries resolve bottlenecks.
- **Facilitate Communication**: by bringing Partners together, the HWG is a forum for communication and mutual learning.
 - Harmonize information collection, track country progress and resource flows from partners to countries, and disseminate information.
 - Liaise with RBM working groups to disseminate their products and support country needs assessment and implementation.
 - Work with global advocacy task forces to raise awareness of country situations and mobilize partners to provide support.

III. Roles and Responsibilities

a) Members

The HWG can consist of two types of members: (1) Core Member and (2) Observer. Given its role in coordinating various RBM mechanisms, all SRNs and Working Groups are entitled to appoint one member of the, respective, SRN and/or WG to the HWG. In addition to this membership, all RBM partnership constituencies represented on the Board are entitled to have one representative on the HWG.

Core member status

Core members represent their institutions. Given the membership criteria described above, every interested institutional partner can become a core member of the HWG if the designated person from the institution meets the following criteria:

- Expertise and experience in relevant field for HWG
- Appropriate level of seniority and credibility
- Ability for the institution to fund their own participation/ attendance at HWG 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 HWG

Institutional partners who wish to become core members and who meet the criteria are approved for membership by the chair / co-chair, with the advice and counsel of the RBM Executive Director. The HWG chairs may actively approach and encourage individuals/organizations to join the HWG to mirror the ideal composition, keeping in mind the membership criteria and optimum working size for the group.

Roles and responsibilities of core members include:

- Participation in each ordinary HWG meeting (or determine alternate if participation not possible)
- Participation in at least 80% of conference calls
- Active participation in the implementation of the HWG 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 who qualify to be core members but cannot commit to the same degree as core members, or interested individuals/ organizations who do not satisfy the criteria for core membership are allowed to participate in HWG 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:

- Given the need for continuity of leadership and coordinating role of the Working Group, HWG co-chairs are appointed based on their individual, not institutional status.
- Two co-chairs are elected by the HWG members prior to the mid-year meeting of the RBM Board. (Co-) chairs are elected for a two year term with potential renewal. Alternatively one chair and one co-chair could be elected.
- The election procedure shall be transparent and open to all core members of the HWG 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-) chairs 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 HWG 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 HWG 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 and verification of meeting minutes

c) Secretariat

The HWG is supported by staff of the RBM Secretariat to act as Secretariat for HWG.

Roles and responsibilities of the Secretariat include:

- Coordination and organization of HWG 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 HWG homepage, at a minimum updating membership list and uploading meeting minutes and progress reports.
- Other supporting functions as appropriate

d) Sub-Working Groups / Taskforces / Workstreams

Sub-Working Groups / Taskforces / Workstreams may be established to work on specific issues of HWG work plan. Responsibilities are dependent on Sub-Working Group/ taskforce tasks. Co-chairs propose the creation of Sub-Working Groups / Taskforces / Workstreams and the Executive Committee endorses the Sub-Working Group / Taskforce / Workstreams at its monthly meeting.

IV. Working Procedures

a) Annual Work Plan and Funding

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 HWG 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 months 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 HWG.

Preparation:

- Action items should be matched with budget line items to clearly link the activities of the work plan with funds.
- Annual work plans should specify funding raised and clearly assign this funding to specific tasks.
- Dependencies between action items should be recognized and activities prioritized.
- Work plans should 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 should 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:

- Resources will be provided to the working group from resources available within the Partnership, in accordance with key priorities.
- Mobilizing additional resources for Working Group activities is the responsibility of the Working Group.

b) Meetings

Types of Meetings

There will be 2 types of meeting: Ordinary meetings and Ad Hoc meetings. In the interest of efficient use of time and limiting costs associated with meetings, the HWG will complement face-to-face meetings as held at a host partner's site with virtual meetings (i.e. teleconferences and videoconferences) of the HWG as a whole or its Sub-Working Group(s) as necessary.

Convocation of meetings

- Ordinary Meetings: The HWG co-chairs facilitated by the HWG Secretariat will call the HWG meetings in line with the programme of work.
- Ad Hoc Meetings: Meetings on issues requiring the urgent review of the HWG will be organized on an ad hoc basis if called for by the Partnership Board or Secretariat.

Frequency of Meetings

- Ordinary Meetings: Ordinary meetings will be organized and held at a host partner's site.

- Ad Hoc Meetings: Such meetings will be organized as stated above (see Convocation of Meetings).

c) Conduct of Business

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

d) Minutes

The HWG Secretariat will draft the minutes on the proceedings of the HWG meetings, including those of Sub-Working Groups. The Co-Chairs, and other selected members depending on the subject matter, will review these minutes within two weeks after a meeting. The HWG co-chairs circulate the meeting minutes no later than two weeks after the meeting to the RBM Secretariat and the Executive Committee.

V. Reporting and Performance Review

The HWG prepares 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 HWG Secretariat prepares a monthly report for the Executive Director on progress in achieving the work plan objectives, including a financial report. The HWG chairs in consultation with the working group member review and finalize the reports.

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 future objectives and work plans.

VI. Dissolution of the Working Group

The TORs for the HWG will be reviewed by the Board on a biannual basis. The review process will be based on specific performance criteria. In other words, the HWG will be measured on how well the HWG accomplishes the activities and meets the goals and targets defined in 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, or if the mandate of the HWG has been completed or the Board no longer feels the mandate of the HWG is relevant to the new Partnership Work Plan, the Board can decide to dissolve the HWG.