

RBM Partnership Board Engagement Strategy
Approved by the RBM Partnership Board on 16 November 2017

1. Background & Objective

- 1.1 With its relaunch, the RBM Partnership to End Malaria formed a revitalised and reformed Partnership Board, fit for purpose in the changing malaria landscape. Board Members are prominent leaders in the global malaria community and/or individuals able to ensure consistent resourcing of the Partnership mechanisms and global efforts to fight malaria. The Board has a great diversity in the background, sector, and expertise of members to reflect the breadth of the Partnership, and collectively represents a broad and wide-ranging network. This focused senior-level membership gives the Partnership capacity to mobilise the necessary resources and marshal the international community to realise the RBM's vision of a malaria-free world. The RBM Partnership is therefore better equipped to perform high-level advocacy, resource mobilisation, strategic communication, and coordination of country support.
- 1.2 The objective of this strategy is to ensure that the RBM Partnership can draw on the expertise and experience of its Board Members, and make the most out of the time the Board Members are able to allocate for RBM, to enhance its global reach in achieving its mission and targets, within a defined and structured framework.

2. Support to New RBM Board Members

- 2.1 The onboarding process for new Board Members should be seamless. As new Board Members take up their functions, the RBM Secretariat will prepare an RBM Partnership Induction Pack (based on the first Induction Pack developed). This Pack will include an overview and summary biographies of current Partnership Board Members, background on RBM, its transition and achievements to date, its governance framework, strategic plan and objectives for the coming year. The RBM Secretariat will also schedule an induction call or face-to-face meeting with the new Board Members. As part of the onboarding plan, the RBM Secretariat will pair incoming Board Members with existing ones to help them acclimatise to their roles.

3. Board Member Responsibilities

- 3.1 The RBM Bye-Laws define the main responsibilities of the Board Members. These are provided below for convenience:

Extract from the Roll Back Malaria Partnership Bye-Laws

4.3.2. Responsibilities

Partnership Board Members are expected to:

- Commit time (non-remunerated) of approximately 15 days per year and to attend all Partnership Board meetings. [*NOTE: For the Board Chair and Vice-Chair, approximately 30 days/year are expected, as stipulated in the Bye-Laws.*]
- Act as an advocate on behalf of the Partnership to all stakeholders and support the Management Team in its partnership resource mobilization efforts by making new connections, and utilizing existing relationships to garner awareness and funding for the Partnership's Vision.
- Read documents and gain an understanding of all issues, prior to Partnership Board deliberations (meetings, teleconferences, email communication).
- Participate fully in Partnership Board meetings and discussions.

- Reach out to Partners, either individually or through any groups of like-minded Partners that may have been formed, to ensure that the Partnership Board's discussions are informed by a wide range of views from within the Partnership.
- Actively contribute and support the development / refinement of the Partnership Strategy and workplan.

4. Advocacy, Resource Mobilisation, Leadership and Representation

4.1 As envisioned in the RBM Partnership Bye-Laws, a critical role of the RBM Board Members, particularly in the early days of the reinvigorated RBM Partnership, is one of advocacy and representation. As the RBM Management Team is nearly fully in place, it is expected that the representational role of the Board will be less frequent. Rather, it is important to design and implement a Board engagement strategy going beyond this to ensure the Board remains active in between Board Meetings.

4.2 The ability of the RBM Partnership to draw upon this network of "ambassadors" and "advocates" will be important asset going forward. This advocacy and representation from Board Members can occur through different means:

- *Resource mobilization:* Board Members can play a key role in ensuring financial predictability for RBM in the years to come through specific interventions with existing donors as well as new donors. These interactions would form part of a broader resource mobilisation approach.
- *Personal, high-level meetings with government and institutional leaders:* To assist RBM in the implementation of its Strategic Plan, the support of the Board Members in establishing initial contacts and connections, or assisting in unlocking any bottlenecks, may be needed, particularly tapping into the established networks of the Board Members.
- *Leadership of technical initiatives of the RBM Partnership:* As RBM launches new initiatives, there may be a need for Board Member high-level expertise and leadership to generate the needed momentum. Examples of such possible areas would be private sector engagement, the India engagement strategy, or positioning malaria to leverage polio assets at the country level and mobilise support from polio partners (such as civil society organisation likes the Rotary or Lion's Club). In these cases, Board members will be active participants in the development and implementation of the initiatives which go beyond their original time commitment, such that specific TORs may be developed to delineate expected contributions
- *Formal events, conferences and workshops:* As may be necessary, the RBM CEO will contact RBM Board Members – based on their specialisation and contacts in defined regions – for specific representation and advocacy functions. Through the maintenance of a comprehensive calendar of important malaria-relevant events around the world, the RBM Secretariat will focus on how to best tap into the expertise and networks of the Board Member. The RBM Secretariat will ensure that the Board Members are kept informed well in advance of upcoming key events (through regular updates between RBM Board Meetings), and that the Board Members' engagement is at an appropriately senior level.

4.3 Following consultation between the Board Member and the RBM Secretariat, the RBM Secretariat may be able to provide support to the Board Member as necessary:

- Logistical (arrangement of meetings and travel);
- Substantive (drafting of talking points, presentations and speeches); and
- Financial (as for participation in Board Meetings, all reasonable costs will be borne by the Partnership in accordance with the applicable UNOPS travel policies, though support from the Board Member's employing institution is always welcome).

4.4 The RBM Secretariat will also conduct an annual mapping exercise of the Board Member's expertise through an online survey, providing the Board Members the opportunity to also express their personal interests for the upcoming year. Board Members may of course at any times contact the Secretariat to indicate their interest and suggest initiatives relevant to RBM's vision.

4.5 The RBM CEO will keep the Board Leadership informed of proposed engagements during their monthly calls, and will report annually to the full Board on the level of engagement of the Board Members.

5. Declaration of Interest (DoI)

5.1 The knowledge and experience of RBM Partnership Board Members is essential to enable the Partnership to assess, analyse and find solutions to malaria-related needs and to achieve the Partnership's objectives. To be effective, the work of RBM and the contributions of its Partners (acting in their capacity as Partners) must be, and must be perceived to be, in accordance with the highest standards of objectivity and integrity and in furtherance of the best interest of the Partnership. The RBM Partnership's reputation for transparency, as well as objectivity and unbiased work, is essential to achieve its objectives.

5.2 Accordingly, RBM requests that RBM Partnership Board Members participating in Partnership mechanisms disclose any circumstances that could give rise to a potential conflict of interest related to the subject of the activity in which they will be involved. A DoI form will be provided to RBM Partnership Board Members participating in the RBM Board and other partnership mechanisms. Further information on the DoI process is found in the DoI policy.

6. Reference to RBM and Use of RBM Logo

6.1 The RBM Board Members are encouraged to make reference to their Board membership in their professional circles (business cards, online profiles, institutional websites, etc.), including as needed the RBM logo. Written permission should be obtained from the RBM Secretariat prior to the intended use of the logo.

7. Budget

7.1 In conjunction with this strategy, an annual workplan and corresponding budget will be prepared and submitted annually for Board approval.

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