

Partner Committee Standard Operating Procedures (SOPs)

Approved by the RBM Partnership Board on 16 November 2017

1. Introduction and Context

1.1 The RBM Partnership Bye-Laws provide for the establishment of Partner Committees. The RBM Partnership currently has three Partner Committees (PC): Advocacy and Resource Mobilisation, Strategic Communications, and Country/Regional Support. The work of the PCs adheres to these four operating principles:

- **Transparency** – Governance arrangements should be transparent to all members of the Partner Committees, the CEO, the RBM Board and the wider Partnership, including the process and rationale for selecting Steering Committee / Workstream Leads.
- **Diversity** – Partner Committee governance structures are expected to reflect and respect the diversity of the Partnership in their composition whilst being designed to ensure the right balance of capability and capacity to take work priorities forward.
- **Flexibility** – Detailed internal arrangements allow for flexibility and variation between Partner Committees as may be needed, whilst ensuring adherence to the SOPs and the RBM Bye-Laws.
- **Accountability** – As per the RBM Bye-Laws, RBM Partner Committees are directly accountable to the RBM Board, and their work is to be coordinated by the CEO, including oversight, strategic guidance, communications and advocacy support. Key decisions in areas such as changes to RBM policy, messaging, and the commitment of RBM time and resources should be taken forward in consultation with Partner Committee Managers within the RBM Management Team and ratified by the CEO and Board Leadership if required. Steering Committee members are accountable to the RBM Co-chairs for the work they undertake on behalf of the Committee and RBM.

1.2 The RBM Partner Committee SOPs address three main areas:

- (1) Governance structures;
- (2) Planning and budgeting; and
- (3) Accountability and communication.

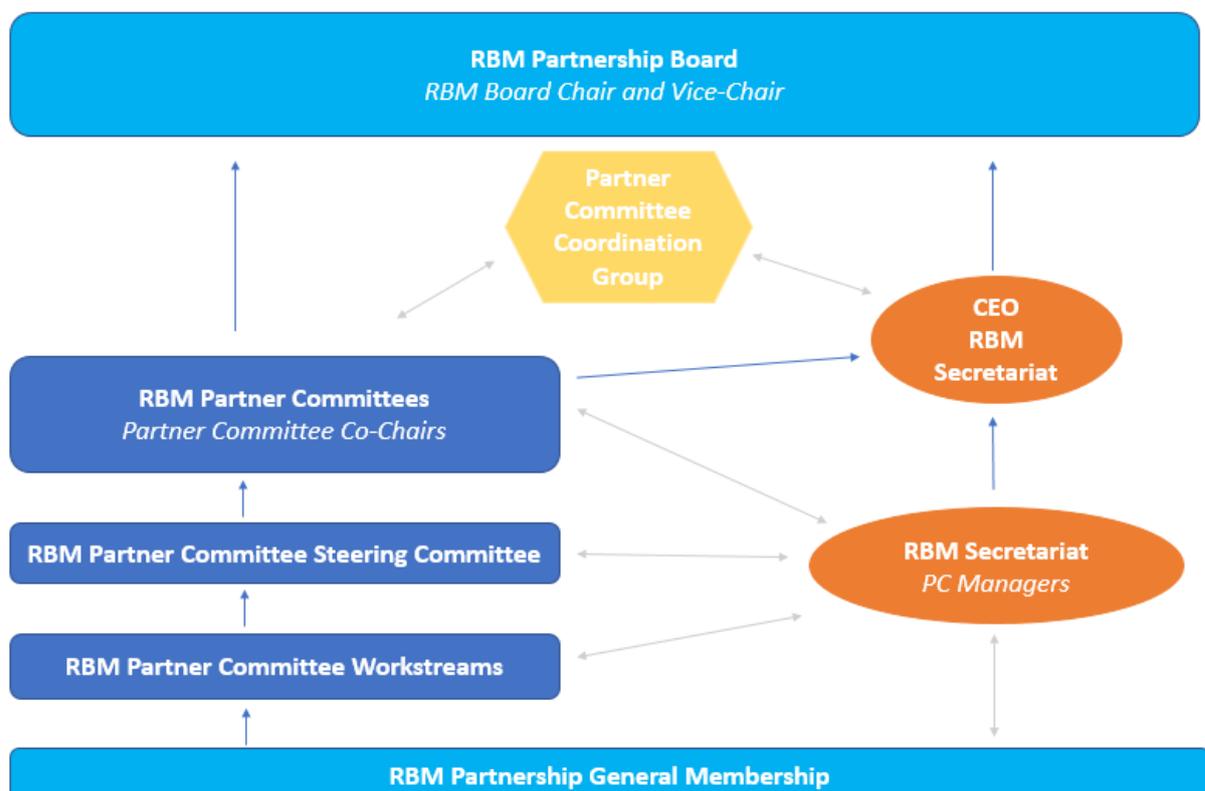
2. Governance Structures

2.1 While there may be some variation in the governance arrangements of each PC, based on the workstreams, specific priorities and work packages, it is expected that they include at a minimum:

- Two dedicated Co-chairs nominated by Partner Committee members and approved by the Board supported by a dedicated Partner Committee Manager within the permanent RBM Management Team who report to the CEO, with an expected minimum commitment of approximately 25% FTE.
- Steering Committee (SC) comprised of members of the Partner Committees selected through an open and transparent nomination and selection process. It is the responsibility of the Partner Committee Co-chairs to select the size and composition of their respective SC based on PC size, composition and workplans. SC Members, as with Co-chairs, are expected to commit time and/or resources to support the work of the Committee with an expected minimum commitment of approximately 10% FTE.
- General Membership of global partners who have applied to join the Partner Committee and who have expressed a willingness to dedicate time and bring their knowledge, expertise and assets to the Committees' work.

2.2 As may be necessary, PCs may wish to organise themselves into workstreams based on specific priorities and work packages. The leadership of these workstreams may then form the basis of a Steering Committee.

Partner Committee Structure



Membership

- 2.3 As provided for in the RBM Partnership Bye-Laws, PCs are made up of RBM Partners who commit to dedicate time of their staff and resources to work on Committee issues. Partners nominate themselves for those PC that they are able and wish to contribute to. Membership will be validated by the Partnership Board and CEO through a quarterly update, following the recommendation of the RBM Secretariat and PC Co-chairs.
- 2.4 Partner Committee members, including those in leadership positions, serve the needs of the RBM Partnership.

Terms of Reference of the PCs

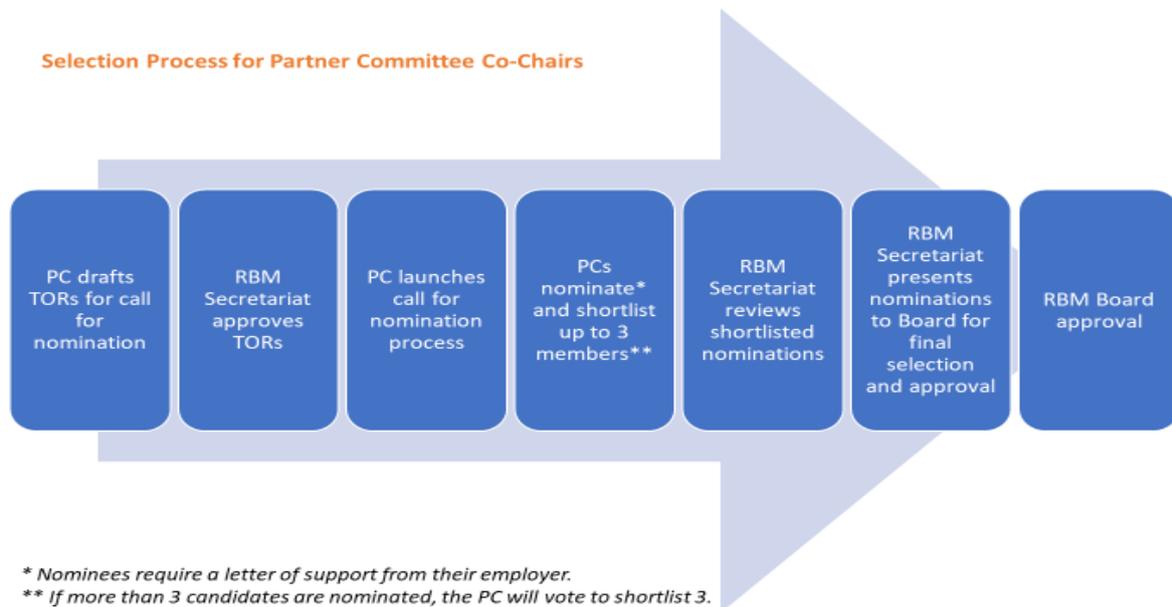
- 2.5 The Terms of Reference of the Partner Committees are set and approved by the Partnership Board, and can be found on the RBM website.¹ Broadly speaking, the PCs are to:
- Convene Partners with an interest in the particular role of each Committee in order to then facilitate communication and co-ordination of activities. Routinely support fora that bring Partners, including those from malaria-affected countries, together to identify and highlight key challenges within their terms of reference, and to develop plans to address these challenges.
 - Work with other PCs – both directly and through the CEO/Management Team – to obtain necessary inputs, avoid duplication of efforts, and to resolve any concerns over responsibilities for aspects of the PC's work.
 - Engage and relate with regional entities to ensure regions and countries are empowered to address malaria, with particular attention to cross border settings.
- 2.6 The work of the Partner Committees will be coordinated by the CEO, and the PCs are in all respects accountable to the Partnership Board.

¹ http://www.rollbackmalaria.org/wp-content/uploads/2017/08/RBM-Partner-Committee-TORs-v1_0-28_09_16.pdf

PC Co-chairs

Selection

2.7 The PC Co-chairs are selected and approved by the Partnership Board from a shortlist presented by the PC via the CEO. The process is detailed in the Bye-Laws, article 7.3, and summarised below.



2.8 When vacancies for Committee Co-chairs arise, the relevant PC will draft Terms of Reference for a call for nominations approved by the Management Team. For each available Co-chair position, PCs will nominate and shortlist up to three members to put forward. Nominees will require a letter of support from their employer to confirm the requisite time commitment as per the ToR. If more than three candidates are nominated for a designated vacancy, the relevant PC will vote to shortlist three nominees to be put forward to the Management Team. The Management Team will review shortlisted nominations to ensure each meets the relevant ToR and present all nominations meeting these criteria to the Partnership Board for final selection and approval. The Management Team will administer the election process.

2.9 The Co-chairs will serve for a term of three years, renewable once, commencing when he/she takes up the role. A Co-chair cannot be reappointed after serving two terms consecutively until a break of three years has occurred.

2.10 The Partnership Board reserves the right to remove a Co-chair before the end of his/her term of office in extreme circumstances, when it judges that the Co-chair is unable to fulfil his/her responsibilities as set out below. If this happens, then a new election will be called as soon as practical to fill the vacancy.

2.11 The Co-chairs will be supported in their work by a Partner Committee Manager. He/she will be a member of the RBM Secretariat.

Co-chair TORs

2.12 Generally, the Co-chairs have the following roles and responsibilities:

- Working with the relevant Partner Committee Manager and CEO, and under guidance from the Partnership Board, develop budgets and workplans for the Partnership Board to approve. The workplan will include strategic priorities, and how results will be measured and reported to the Partnership Board.
- Work with relevant Partners, the Management Team and the Partnership Board to mobilise required finances and resources to implement PC priorities. It is envisaged that the PC workplans will not necessarily be funded by the RBM Secretariat funds but will mobilise and leverage their own/partner resources. Convene workstreams as required for the execution of the agreed workplans from among the Partner Committee members, ensuring a balanced geographic representation, relevant skills and experience and capacity/time commitment.
- Working with the relevant Partner Committee Manager, oversee the work of the Committee to implement the approved work plans.
- Report annually to the Partnership Board on the progress of the approved work plans, or more frequently if required by the Partnership Board.
- Commit sufficient time to the Partnership – which may vary by committee leadership TORs but will be expected to constitute no less than 25% FTE - to allow full implementation of the agreed workplans.

2.13 The general guidance on the PC Co-chairs skills as well as Terms of Reference of the Co-chairs can be found in Annex 1.

Steering Committees

2.14 Each Partner Committee should be supported by a Steering Committee, members of which to be selected through an open and transparent nomination and selection process. If workstreams are established, the workstream leads should be part of the Steering Committee. Relevant RBM Working Group Co-chairs may also be invited as part of the PC Steering Committee.

2.15 Steering Committee members are accountable to the RBM Co-chairs for the work they undertake on behalf of the Committee and RBM.

2.16 It is the responsibility of the Partner Committee Co-chairs to select the size and composition of their respective SC based on PC size, composition and workplans, in coordination with the relevant RBM Secretariat PC Manager (PCM). The relevant RBM PCM is a member of the Steering Committee. SC Members, as with Co-chairs, are expected to commit time and/or resources to support the work of the Committee with an expected minimum commitment of approximately 10% FTE.

2.17 Specific Terms of Reference for the respective Steering Committees should be developed in collaboration with the RBM Secretariat, and submitted to the RBM Board for approval.

Workstreams

2.18 Workstreams may be established by the PC Co-chairs as necessary to work on specific issues/priority areas of support within each PC. Membership is to be drawn from the PC Members by the Co-chairs, ensuring a balanced geographic representation of Partners as well as of appropriate expertise and capacity/time commitment. The TORs of these

workstreams will be submitted to the Partnership Board for information when they are established.

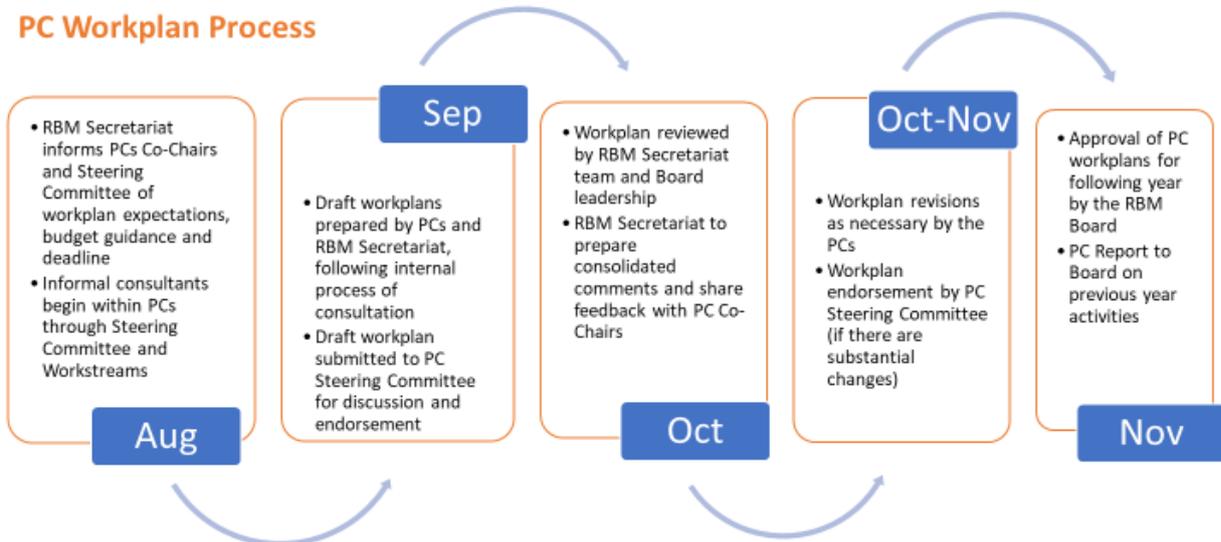
3. PLANNING AND BUDGETING

3.1 The SOPs provide for a transparent process for the PC planning, review, feedback and approval as detailed below.

3.2 These key guidelines should be followed:

- Workplan to be aligned with the RBM Partnership Strategic Plan.
- Workplan processes follow consistent annual timelines.
- Workplans to be drafted collaboratively within the PC (through the Steering Committee and, as possible, obtaining the inputs of the general membership), ensuring PC and RBM Secretariat input and input of other PCs as necessary. The PC workplans are ultimately incorporated into the RBM workplan and budget which is submitted to the Board for approval. The RBM Board may direct PCs to take up specific issues and bodies of work.
- RBM Board leadership is directly involved in the workplan feedback.
- RBM Secretariat plays an important role in facilitating dialogue between PCs and Board leadership, providing support and guidance to the PCs as needed, and resulting in the approval of workplans by the Board.
- The PCs provide report on the year's progress along with the draft workplans.

3.3 This SOPs set out a transparent process for planning, review, feedback and approval as outlined in the figure below. A proposed Workplan Template is provided in Annex 2.



4. ACCOUNTABILITY AND COMMUNICATION

- 4.1 As noted earlier, the Partner Committees must adhere to the operating principles of transparency, diversity, flexibility and accountability.
- 4.2 The work of the Partner Committees will be coordinated by the CEO - including oversight, strategic guidance, communications and advocacy support, and financial assistance where appropriate and available. The Partner Committees shall in all respects be accountable to the Partnership Board.
- 4.3 The PCs are also required to proactively communicate with the broader malaria partners members of the PC and the RBM Secretariat, as well as with other PCs as relevant.

Reporting

- 4.4 The Co-chairs of the Committee will submit to the Partnership Board an annual report outlining its performance against the agreed objectives contained in the annual work plan and budget. The format of this report will be agreed with the Partnership Board Chair and the CEO. A proposed standardised annual report format is proposed in Annex 3.
- 4.5 The Partnership Board may invite the Committee Co-chairs to attend a Partnership Board meeting to review the report and discuss any challenges that the Committee has encountered.

Coordination with the Board & RBM Secretariat

- 4.6 The PCs will take part in the Partner Committee Coordination Group (PCCG) which has been established to provide a forum and a formal mechanism for the CEO and the RBM Secretariat to regularly meet with PC Co-chairs and provide an opportunity for interaction, direction and coordination. The PCCG TORs can be found in Annex 4.
- 4.7 PCCG meetings will ideally be held monthly, with not less than two per quarter per calendar year. Meetings can be held face to face or via a conference call, depending on available resources.
- 4.8 Ahead of these meetings, the PC Co-chairs will prepare a monthly update, which will be shared with the CEO and the broader PC membership.

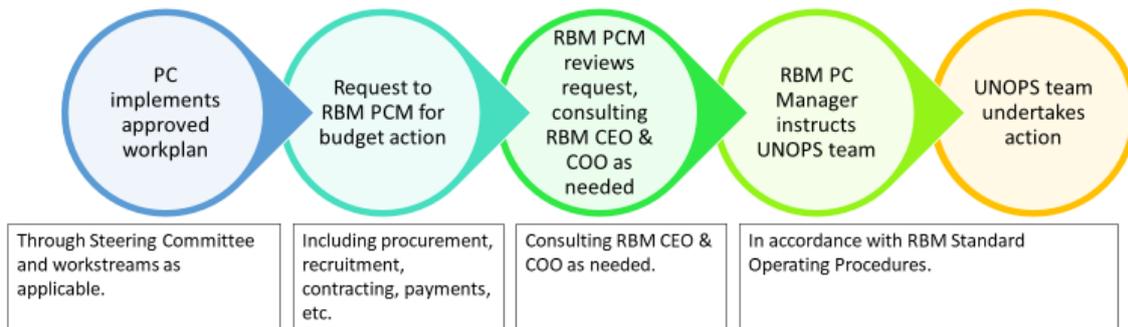
Internal Coordination & Communication

- 4.9 The PC Co-chairs will share monthly updates to the PC membership.
- 4.10 Internal to the PCs, regular quarterly conference calls will be organised, during which the Steering Committee members are expected to participate. The Steering Committee will also organise separate leadership conference calls on a regular basis, preferably monthly.
- 4.11 In addition, there will be at least one in-person PC meeting/steering committee meeting per year, preferably held back-to-back with another event so as to minimise expenses.

Communications Flow for Implementation of Activities

- 4.12 For the implementation of the workplan and the committing of financial resources coming from the RBM Partnership, all requests shall be routed from the PC Co-chairs to the relevant RBM PC Manager, who will review, consulting with the RBM CEO (and COO as needed), and submit to UNOPS for review for compliance with UN rules regulations and

subsequent processing. The RBM PCM will be the focal point for communications with UNOPS.



4.13 Specific PC processes will be detailed separately as needed. An example is found in Annex 5 for the CRSPC provision of technical assistance.

ANNEX 1: PC Co-Chairs Further Guidance and Inaugural Nominations

The Co-chairs should also have the following skills:

- Ability to solicit input from a wide range of stakeholders and ensure that input is included in Committee discussions.
- Ability to lead and manage a diverse group of people, ensuring that open communication is maintained and all voices are heard.
- Possession of excellent communication skills and a history of engagement in global health issues.
- Ability to work effectively with the Management Team, to include an understanding of basic financial principles.
- High level of expertise in the subject matter of the relevant Partner Committee.
- High level of personal integrity and ethics, and a demonstrated commitment to inclusiveness and diversity.

There may also be PC specific Co-chair requirements, including:

Advocacy & Resource Mobilisation	Strategic Communications	Country/Regional Support
<ul style="list-style-type: none"> • Significant experience of leading global resource mobilisation initiatives and strategies. • Significant experience of the development of global advocacy strategies. • Understanding of global decision-making structures and frameworks and a strong established network. • Experience of estimating resource needs by sub-region and region for the immediate and longer-term needs for a malaria free world. • Experience of identifying resource mobilisation opportunities. • Good understanding of malaria and wider development context. 	<ul style="list-style-type: none"> • Significant experience leading impactful strategic communications initiatives. • Significant experience developing and managing multi-sector relationships and partnership coordination. • Experience of managing strategic media relations. • Experience of developing messaging frameworks. • Understanding and experience of brand management and development. • Experience the development of media platforms (website, social media platforms, traditional media production, etc.) • Good understanding of malaria and wider development context. 	<ul style="list-style-type: none"> • Significant experience of co-ordinating support for the development and validation of technically sound, implementable, country-led malaria control and elimination strategies. • Experience of Country level resource access and mobilisation. • Significant experience and understanding of the Global Fund Concept Note application process and other investment requests. • Experience of providing implementation support for country and regional entities both proactively and reactively. • Good understanding of malaria and wider development context.

COUNTRY / REGIONAL SUPPORT PARTNER COMMITTEE INAUGURAL CO-CHAIR NOMINATION

Introduction

The RBM Partner Committees (PCs) are intended to formalise, consolidate and amplify the Partnership priorities of advocacy, resource mobilisation, and country/regional support. The work of these Partner Committees is expected to align with the priorities outlined in the RBM Partnership Strategy, annual budget and work plans, as well as the *Global Technical Strategy 2016-2030* and *Action and Investment to Defeat Malaria (AIM) 2016-2030*.

The Leadership of each Partner Committee is expected to consist of two Co-chairs - individuals nominated and selected from amongst the RBM partners - supported by a Partner Committee Manager employed by the RBM Management Team.

Purpose of Country / Regional Support Partner Committee

The purpose of the Country/Regional Support Partner Committee (CRSPC) is to provide a platform to engage the RBM Partnership community in coordinating support to countries and regions as they execute their malaria control and elimination implementation programmes. Support will be tailored to suit the requirements and existing capacity in each region and country.

Partner Committee Co-chair: Overall Role and Responsibilities

- ✓ Working with the relevant Partner Committee Manager and CEO, and under guidance from the Partnership Board, develop budgets and workplans for the Partnership Board to approve. The work plan will include strategic priorities, and how results will be measured and reported to the Partnership Board.
- ✓ Work with relevant Partners, the Management Team and the Partnership Board to mobilize required finances and resources to implement PC priorities (It is envisaged that the PC workplans will not necessarily be funded centrally but will mobilise & leverage their own / partner resources).
- ✓ Convene workstreams as required for the execution of the agreed workplans from among the Partner Committee members, ensuring a balanced geographic representation, relevant skills and experience and capacity/time commitment.
- ✓ Working with the relevant RBM Partner Committee Manager, oversee the work of the Committee to implement the approved work plans.
- ✓ Report annually to the Partnership Board on the progress of the approved workplans, or more frequently if required by the Partnership Board.

Partner Committee Co-chair Time Commitment

Co-chairs will need to be able to commit sufficient time to this important Partnership role, enough to allow full implementation of the agreed workplans, effective coordination of the Partner Committee and attendance at relevant stakeholder meetings. Whilst this time commitment may vary according to committee needs, it is expected to constitute no less than 25% FTE.

Committee Co-chairs are voluntary, unpaid roles, undertaken by selected individuals on behalf of the Partnership. It is, however, expected that each Committee will have some funding to support travel costs associated with their work for Partners unable to fund this themselves.

A confirmatory letter of support for their nomination and this time commitment will be required from applicant's employers before appointment.

Partner Committee Co-chair Nomination and Selection Process

In order to facilitate the rapid establishment of the Partner Committees, the RBM Board has adopted a Fast Track selection process for the inaugural Co-chairs **for an initial term of one year** (RBM/PBM.03/2016/DP.03).

Nominations and Self-Nominations for each of these inaugural Co-chair roles are now being requested using the application form below. The Board Leadership will review nominations and submit recommendation for inaugural PC Co-chair selection to the full RBM Board for approval.

STRATEGIC COMMUNICATIONS PARTNER COMMITTEE INAUGURAL CO-CHAIR NOMINATION

Introduction

The RBM Partner Committees (PCs) are intended to formalise, consolidate and amplify the Partnership priorities of advocacy, resource mobilisation, and country/regional support. The work of these Partner Committees are expected to align with the priorities outlined in the RBM Partnership Strategy, annual budget and work plans, as well as the *Global Technical Strategy 2016-2030* and *Action and Investment to Defeat Malaria (AIM) 2016-2030*.

Purpose of Strategic Communications Partner Committee

The purpose of the Strategic Communications Partner Committee (SCPC) is to develop and implement, in collaboration with the Partnership Management Team, communications to achieve the advocacy objectives of the Partnership. The objective of the SCPC is to translate the over-arching objectives of the Partnership into specific, aligned and inspirational messages that catalyse action.

Partner Committee Co-chair: Overall Role and Responsibilities

- ✓ Working with the relevant Partner Committee Manager and CEO, and under guidance from the Partnership Board, develop budgets and workplans for the Partnership Board to approve. The work plan will include strategic priorities, and how results will be measured and reported to the Partnership Board.
- ✓ Work with relevant Partners, the Management Team and the Partnership Board to mobilise required finances and resources to implement PC priorities (It is envisaged that the PC workplans will not necessarily be funded centrally but will mobilise & leverage their own / partner resources). Convene workstreams as required for the execution of the agreed workplans from among the Partner Committee members, ensuring a balanced geographic representation, relevant skills and experience and capacity/time commitment.
- ✓ Working with the relevant RBM Partner Committee Manager, oversee the work of the Committee to implement the approved workplans.
- ✓ Report annually to the Partnership Board on the progress of the approved workplans, or more frequently if required by the Partnership Board.

Partner Committee Co-chair Time Commitment

Co-chairs will need to be able to commit sufficient time to this important Partnership role, enough to allow full implementation of the agreed workplans, effective coordination of the Partner Committee and attendance at relevant stakeholder meetings. Whilst this time commitment may vary according to committee needs, it is expected to constitute no less than 25% FTE.

Committee Co-chairs are voluntary, unpaid roles, undertaken by selected individuals on behalf of the Partnership. It is, however, expected that each Committee will have some funding to support travel costs associated with their work for Partners unable to fund this themselves.

A confirmatory letter of support for their nomination and this time commitment will be required from applicant's employers before appointment.

Partner Committee Co-chair Selection Process

In order to facilitate the rapid establishment of the Partner Committees, the RBM Board has adopted a Fast Track selection process for the inaugural Co-Chairs for a term of one year (RBM/PBM.03/2016/DP.03). The Board Leadership will review nominations and submit recommendation for inaugural PC Co-chair Selection (with rationale) to the full RBM Board for approval.

ADVOCACY AND RESOURCE MOBILISATION PARTNER COMMITTEE INAUGURAL CO-CHAIR NOMINATION

Introduction

The RBM Partner Committees (PCs) are intended to formalise, consolidate and amplify the Partnership priorities of advocacy, resource mobilisation, and country/regional support. The work of these Partner Committees is expected to align with the priorities outlined in the RBM Partnership Strategy, annual budget and work plans, as well as the *Global Technical Strategy 2016-2030* and *Action and Investment to Defeat Malaria (AIM) 2016-2030*.

Purpose of Advocacy and Resource Mobilisation Partner Committee

The purpose of the Advocacy & Resource Mobilisation Partner Committee (ARMPC) is to design, and subsequently support implementation of the *Partnership Advocacy Strategy* (see below) related to advocacy & resource mobilisation at global & regional levels. The anticipated outcome of the ARMPC is increased political will and linked financial commitment for a malaria free world in the Sustainable Development era. The ARMPC will address (1) identified resource gaps, and (2) broader partnership advocacy activities, including multi-sectoral outreach.

Partner Committee Co-chair: Overall Role and Responsibilities

- ✓ Working with the relevant Partner Committee Manager and CEO, and under guidance from the Partnership Board, develop budgets and workplans for the Partnership Board to approve. The work plan will include strategic priorities, and how results will be measured and reported to the Partnership Board.
- ✓ Work with relevant Partners, the Management Team and the Partnership Board to mobilise required finances and resources to implement PC priorities (It is envisaged that the PC workplans will not necessarily be funded centrally but will mobilise & leverage their own / partner resources). Convene workstreams as required for the execution of the agreed workplans from among the Partner Committee members, ensuring a balanced geographic representation, relevant skills and experience and capacity/time commitment.
- ✓ Working with the relevant RBM Partner Committee Manager, oversee the work of the Committee to implement the approved work plans.
- ✓ Report annually to the Partnership Board on the progress of the approved workplans, or more frequently if required by the Partnership Board.

Partner Committee Co-chair Time Commitment

Co-chairs will need to be able to commit sufficient time to this important Partnership role, enough to allow full implementation of the agreed workplans, effective coordination of the Partner Committee and attendance at relevant stakeholder meetings. Whilst this time commitment may vary according to committee needs, it is expected to constitute no less than 25% FTE.

Committee Co-chairs are voluntary, unpaid roles, undertaken by selected individuals on behalf of the Partnership. It is, however, expected that each Committee will have some funding to support travel costs associated with their work for Partners unable to fund this themselves.

A confirmatory letter of support for their nomination and this time commitment will be required from applicant's employers before appointment.

Partner Committee Co-chair Selection Process

In order to facilitate the rapid establishment of the Partner Committees, the RBM Board has adopted a Fast Track selection process for the inaugural Co-Chairs for a term of one year (RBM/PBM.03/2016/DP.03). The Board Leadership will review nominations and submit recommendation for inaugural PC Co-Chair Selection (with rationale) to the full RBM Board for approval.

ANNEX 2: Standardised Annual Workplan for PC

Partner Committee Activities	Strategic Plan Component addressed	Success of activity - Outcome based metrics	Estimated Timeframe	Financial cost	Support (financial and non-financial)	Additional notes
<i>What activities are proposed for the PC in the coming year? Make sure to include all activities that the PC will undertake, including activities for which funding has been secured from other sources.</i>	<i>How does this activity link to the Strategic Plan? Outline which component of the Strategic Plan activity will support.</i>	<i>What outcomes do you hope to achieve through the activity? Make sure you move beyond process metrics (e.g. convene a meeting) to what are the outcomes you hope those processes will achieve (e.g. agreement on a specific topic).</i>	<i>What is the expected timeframe to undertake this activity? If possible, identify key milestones.</i>	<i>What is the expected activity cost? Make sure to breakdown the overall costs into component parts where appropriate (HR, comms, meeting costs), in USD and in local currency as applicable.</i>	<i>What support have you secured or are likely to secure for this activity? Make sure to include support – RBM Secretariat financial and non-financial, donor funding and in-kind support.</i>	<i>Any further details you think are important to note? Outline anything else that is important to include, such as proposed engagement of RBM Partners in these activities (including if partner-led).</i>
Activity 1:						
Activity 2:						
Activity 3:						
...						

ANNEX 3: Standardised Annual Report for PC Progress

Partner Committee Activities	Strategic Plan Component addressed	Success of activity - Outcome based metrics	Timeframe	Financial cost	Support (financial and non-financial)	Additional notes
<i>What activities did the PC undertake? Make sure to include all activities that the PC undertook, including activities for which funding has been secured from other sources.</i>	<i>How did this activity link to the Strategic Plan? Outline which component of the Strategic Plan activity supported.</i>	<i>What outcomes did you achieve through the activity? Make sure you use the outcome metrics you identified as of the original workplan.</i>	<i>Identify the timeframe it took to undertake activity? If possible, identify key milestones.</i>	<i>How much did the activity cost? Make sure to breakdown the overall costs into component parts where appropriate (HR, comms, meeting costs), and indicate funding source (RBM Secretariat, other donors, etc).</i>	<i>What support did you secure for this activity? Make sure to include support – RBM Secretariat financial and non-financial, donor funding and in-kind support.</i>	<i>Any further details you think are important to note? Outline anything else that is important to include such as proposed engagement of RBM Partners in these activities (including if partner-led).</i>
Activity 1:						
Activity 2:						
Activity 3:						
...						

ANNEX 4: PCCG TORs

RBM Partnership Partner Committee Coordination Group (PCCG) Terms of Reference

Purpose

The Partner Committee Coordination Group (PCCG) has been established to provide a forum and a formal mechanism for the CEO and the Management Team to regularly meet with Partner Committee Co-Chairs and provide an opportunity for interaction, direction and coordination.

The PCCG represents an operational governance body of the RBM Partnership. The PCCG is responsible to the CEO whose core role is to support them in the fulfilling of the effective oversight of core Partnership activities. The Terms of Reference are approved by the CEO in consultation with the RBM board leadership and may be modified from time to time, as necessary.

Draft Terms of Reference

1. Membership

- 1.1 The membership shall comprise the CEO, the Co-chairs of each of the Partner Committee for the duration of their term of office, the COO, and the Partner Committee Managers within the RBM Management Team.
- 1.2 Additional members of the RBM Management Team will be invited by exception depending on agenda items and at the discretion of the CEO.
- 1.3 When necessary, the CEO may decide to invite other partners / individuals to take part in the PCCG meetings and keep the board informed of these requests.
- 1.4 The CEO shall chair the PCCG, with administration support provided by the Assistant to the CEO and Board Chair.
- 1.5 Each PCCG member shall promptly inform the CEO in writing of any personal or professional conflict of interest, or appearance thereof, related to the activities of the PCCG or the knowledge gained through serving on the PCCG.

2. PCCG meetings

- 2.1 Meetings shall ideally be held monthly, with not less than two per quarter per calendar year.
- 2.2 The CEO or any member of the PCCG, may request any additional meetings if they are required.
- 2.3 PCCG meetings can be held face to face or via a conference call.
- 2.4 The quoracy of the PCCG, will consist of at least one Co-chair from each Partner Committee. All members are encouraged to attend PCCG meetings on a regular basis.
- 2.5 The spirit of the PCCG's purpose is to encourage group discussion and agreement through consensus. In the event a consensus cannot be reached, the CEO will determine the decision points of the PCCG, whilst ensuring any key areas of dissent with decisions are accurately recorded in the minutes of the meeting.
- 2.6 PCCG members shall not be remunerated for their participation in meetings, but

shall be reimbursed for any expenses according to RBM standard policies, including airfare and DSA.

3. Support

- 3.1 The PCCG may have at its disposal, and by invitation of the CEO, members of the Management Team, any members of the RBM Partnership board, and external experts or consultants.
- 3.2 The Assistant to the CEO and Board Chair will record the minutes of the committee meetings and provide general administration support to the PCCG.

4. Principal duties

4.1 Annual budget and planning process

With guidance from the CEO, COO and RBM Board Finance, Risk, and Audit Committee, the PCCG will:

- 4.1.1 provide direct input into the annual RBM budget setting process.
- 4.1.2 ensure effective integration between Partner Committee plans.
- 4.1.3 agree a set of shared outcomes and Key Performance Indicators (KPIs) that effectively represent RBM Partner Committee activity, as well as establish the frequency and format of measurement.

4.5 Partner Committee performance assessment

With guidance provided by the CEO, the PCCG will review progress against agreed Partner Committee budgets and plans. Specifically, the PCCG will:

- 4.5.1 review monthly reports on income, expenditure and cashflow for each Partner Committee budget;
- 4.5.2 actively monitor the Partner Committee forward look plan identifying any variances to key milestones and overall timeline along with the identification of key risks and issues;
- 4.5.3 review progress against agreed outcomes and KPIs on a monthly basis and before each RBM board meeting;
- 4.5.4 prepare a monthly narrative of progress against agreed outcomes and KPIs across all Partner Committees along with the identification of any changes to plans, risks and issues and items for the CEO and board decision / discussion; and
- 4.5.5 provide the CEO with a quarterly report which the Chief Executive shall communicate to the RBM Board, together with the management response.

4.6 Partner Committee conduct

With guidance provided by the board leadership, the PCCG will ensure adherence to the agreed operating principles for RBM Partner Committees. These will include but are not limited to:

- 4.6.1 effective adherence by all Partner Committees to the following core operating principles:
- 4.6.2 transparency – governance arrangements should be transparent to all members of the Partner Committees, the CEO, the RBM board and the wider Partnership, including the process and rationale for selecting steering committee / workstream leads.

- 4.6.3 diversity – Partner Committee governance structures are expected to reflect and respect the diversity of the Partnership in their composition whilst being designed to ensure the right balance of capability and capacity to take work priorities forward.
- 4.6.4 flexibility – detailed internal arrangements allow for flexibility and variation between Partner Committees, whilst ensuring adherence to the prescribed guiding principles, key features and the RBM Bye-Laws.
- 4.6.5 accountability – as per the RBM bye-laws, RBM Partner Committees are directly accountable to the RBM board. Key decisions in areas such as changes to RBM policy, messaging, and the commitment of RBM time and resources should be taken forward in consultation with Partner Committee managers within the RBM Management Team and ratified by the CEO and board leadership if required. Steering Committee members are accountable to the RBM Co-Chairs for the work they undertake on behalf of the Committee and RBM.
- 4.6.6 communication and engagement – regular communication and engagement with Partner Committee general membership on at least a quarterly basis.
- 4.6.7 succession planning for key Partner Committee roles.

4.7 Advisory Duties

PCCG members shall be encouraged to assess, discuss, and advise the RBM Board Leadership, RBM Board, RBM Board Committees and the wider RBM Partnership regarding key issues, as they arise. These key issues may include, but are not limited to, topics such as:

- 4.7.1 resources and infrastructure that support or impact RBM Partner Committees;
- 4.7.2 direct policy and operational initiatives of the RBM Partnership;
- 4.7.3 global policy and operational initiatives that impact the RBM Partnership; and
- 4.7.4 wider RBM Partner stakeholder management.

5. **Other**

5.1 The PCCG may, at the discretion of the CEO:

- 5.1.1 review any other matter referred to it by the Board, Board Leadership, or members of the RBM Partnership;
- 5.1.2 review annually the overall suitability and financial viability of each RBM Partner Committee;
- 5.1.3 advise the Management Team of business process improvements, including comments regarding effective planning, coordination, or sound business processes; and
- 5.1.4 review reports, if any, produced by the CEO or Management Team which impact the operations of RBM Partner Committees.

ANNEX 5: CRSPC Technical Assistance Process

Sequence		Entity Responsible	Remarks
1	Technical Assistance (TA) Request – Initial review	PC Co-chairs RBM Secretariat * (CRPSC Manager and SRNC)	Consultations with Workstream Co-chairs as needed Note: Request coming from outside the Africa region to be reviewed carefully in discussion with WHO regional office
2	Verification of need (from country)	RBM Secretariat	Should the request not come directly from the country (but from a partner institution), the country must be contacted to confirm the request
3	Verification that request is in line with CRSPC Workplan	PC Co-chairs	
4	Request TORs and Costs from Country	RBM Secretariat	
5	Review of TORs and costs	RBM Secretariat	
6	Verification that other funding is not available and that malaria partners available at the country level are unable to provide the needed TA	RBM Secretariat	In consultation with PC Co-chairs and CRPSC leadership
7	Decision to field TA	PC Co-chairs	In consultation with RBM Secretariat
8	Identification of TA consultants	RBM Secretariat (in consultation with Co-chairs)	In consultation with Co-chairs On basis of: (a) country experience/request; (b) expertise of consultants; and (c) cost/travel considerations
9	Proposal of 3 consultants to country	RBM Secretariat	Consultations with country as necessary
10	Following country selection, preparation of consultant contracts	RBM Secretariat	Annex A & D, travel
11	Deployment request sent to UNOPS	RBM Secretariat	Assuming consultant is already part of Retainer Pool of Experts.
12	Consultant deployment	UNOPS & RBM Secretariat	Troubleshooting in consultation with Co-chairs as needed
13	Consultant payment	RBM Secretariat & UNOPS	Consultant SOPs signed by RBM Secretariat and sent to UNOPS for processing
14	Consultant report	RBM Secretariat	Share with Co-chairs
15	Consultant evaluation by country	RBM Secretariat	Share with Co-chairs

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