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STANDARD OPERATING PROCEDURES:

PARTNER COMMITTEES

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1. Introduction

The purpose of this document is to provide operational guidance for any Partner Committee of the **RBM Partnership to End Malaria** (referred to as the "RBM Partnership" or "Partnership" or "RBM") that the RBM Board establishes to take forward agreed work of the Partnership.

These Standard Operating Procedures (referred to herein as "SOPs") for the Partner Committees complement the **RBM Partnership Bye-Laws[1]** which serve as the Partnership's ultimate governance document and provide relevant provisions (Section 7) that address the functioning of the Partner Committees.

This document provides additional information describing:

- The role of and functions of the Partner Committees **(Section 2)**
- How Partner Committees are led and organized **(Section 3)**
- How their work is planned, coordinated and overseen **(Sections 4 and 5)**

The terms of reference for current RBM Partner Committees are provided as an Annex to this document[2]. These present the scope of work each Partner Committee takes on to advance specific Partnership priorities as determined by the Board and in line with the strategic plan (see Section 2.4).

2. Overview of Partner Committees

The work of the RBM Partnership is organized through **four key Partnership mechanisms**, (the Board, the Secretariat, the Partner Committees and the Working Groups), each contributing to the overall goals of the Partnership as illustrated below:[3]

1 **RBM Partnership Board**
Leads the Partnership towards achieving the vision through its strategies and associated workplans

2 **RBM Partnership CEO and Secretariat**
Supports the Board; oversees and coordinates the Partner Committees and Working Groups

3 **Partner Committees**
Bring partner organizations to formalize, consolidate and amplify RBM Partnership priorities

4 **Working Groups**
Bring together partners with specialist expertise to convey the remit of the RBM Partnership

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[1] These are available via the RBM Partnership website here

[2] The Terms of Reference for Partner Committees are also available via the RBM Partnership website here

[3] Relevant sections of the RBM Partnership Bye-Laws provide a more comprehensive overview of the roles and responsibilities of each of the Partnership mechanisms.

Playing a key role in taking forward the agreed work of the Partnership, Partner Committees convene the broader partner community with the aim of formalising, consolidating, and amplifying the core Partnership priorities.

The work of the Partner Committees is overseen and coordinated by the RBM CEO through a **Partner Committee Coordination Group (PCCG)**. Dedicated resources from the Secretariat are assigned by the CEO to provide technical and coordination support to Committee operations.

2.1. Establishment

The Partnership Board will, based on the Partnership priorities, determine the Partner Committees that are needed to serve the Partnership and will set and approve the terms of reference for each Committee. From time to time, and in order to best meet the needs of the Partnership taking into account the available resources, the Board may establish new Partner Committees, discontinue, or merge existing Partner Committees.

2.2. Structure

All Partner Committees have the same structure and are composed of three levels:

- The **Partner Committee (PC)** with general membership of any and all interested partners drawn from the broader RBM Partnership;

- **Partner Committee Co-chairs (PC Co-chairs)** who are selected to lead the Partner Committee;

- **Partner Committee Steering Group (SG)** with members selected to provide regular strategic guidance and leadership support to the Co-chairs.

2.3. Key functions

In aligning to the priorities in the RBM Partnership Strategic Framework, as well as the associated WHO malaria strategy or action plan, the key functions of a PC are to:

- **Convene Partners** with an interest in the particular role of the Committee in order to then coordinate and facilitate communications of activities. Routinely support fora that bring Partners, especially those from malaria-affected countries, together to identify and highlight key challenges related to the priorities focused on by the PC, and to develop plans to address these challenges.

- **Engage and relate with regional entities** to ensure regions and countries are empowered to address malaria, with particular attention to cross border settings.

These functions are executed through the RBM Partnership's annual workplan and budget developed each year across all PCs through their **SGs** and the **PCCG** and submitted to the Partnership Board by the **CEO** for approval. As such, the PC Co-chairs work closely with the CEO to obtain all necessary inputs, avoid duplication of efforts, and resolve any concerns over responsibilities for aspects of the PCs' work.

2.4. Terms of Reference and annual workplan

In line with the functions above, a **Terms of Reference (TOR) for each PC** shall be approved by the Partnership Board and published on the RBM website. The TOR will present the particular areas of focus for that committee and will be reviewed periodically (for example, at every five-year strategic cycle) to ensure the issues being addressed through the PCs are in line with the RBM Partnership strategy and are complementary to each other (there is no duplication of efforts). A template for the Partner Committee Terms of Reference is provided in **Annex 1.**

Each PC will operate against an **annual workplan** that is developed each year to capture those particular tasks it will implement with the funds allocated by the RBM Secretariat and in line with its TOR. The workplan is drafted by November of each year (aligning to the Board calendar) and finalized as part of the approved overall workplan and budget for the upcoming year. The final workplan will be published on the RBM website each year (details in section 5).

2.5. Funding

The work of the PCs is primarily funded through the budget associated with the Partnership workplan, with additional resources from Partners in the form of additional funds and/or in-kind human resource contributions.

2.6. Membership

The membership of a PC is drawn from the RBM Partners interested in the topic that the particular PC focuses on.

There are no membership requirements, yet the PC members shall serve the needs of the Committee and the RBM Partnership more broadly and are expected to commit time to its work.

RBM Partners nominate themselves for those PCs that they wish to be a part of on a purely voluntary basis (no compensation is provided for PC members). This is done via an email sent to the Secretariat to subscribe to the membership list of the Partner Committee, providing the name(s) of any individual(s) from the Partner organization. A listing of active membership shall be maintained by the Secretariat so that each known individual member receives communications and invitations for Partner Committee activities.

2.7. Operating principles

The work of a Partner Committee adheres to four operating principles:

1. **Transparency** – Governance arrangements should be transparent to all members of the PCs, the CEO, the Partnership Board and the wider Partnership, including the process and rationale for selecting Co-chairs and SG members.

2. **Diversity** – Partner Committees and their SGs should reflect the diversity of the Partnership in their composition as well as ensuring the right balance of capability and capacity to take work priorities forward.

3. **Flexibility** – These SOPs need to be applied in a manner that allows for flexibility so that the different PCs can attain their objectives.

4. **Accountability** – As per the Bye-Laws, the Partner Committee SGs, through their Co-chairs, report to the Partnership Board, and their work is to be coordinated and overseen by the CEO. Steering Group members are accountable to the PC Co-chairs for the work they undertake on behalf of the Committee and the Partnership.

2.8. Meetings and communication

Regular (at least quarterly) meetings of the Partner Committees will be organised virtually so that the full membership of the PCs is provided the opportunity to discuss progress of its workplan and key workstreams that are underway.

A summary of key points discussed for all PC meetings will be shared shortly after each call and agreed actions will be documented and monitored to ensure timely follow up.

PC Co-chairs may issue additional updates via email communications as needed to keep the PC membership informed of progress and activities undertaken.

In addition, to the extent feasible, one Partner Committee meeting/Steering Group meeting may be held in-person per year, preferably held back-to-back with another event so as to minimise expenses.

2.9. Reporting & performance review

The work of the PCs will be coordinated and overseen by the CEO. PC Co-chairs shall report to the Partnership Board on an annual basis or more frequently if the Board so requests.

As such, the Partner Committee Co-chairs will be invited to attend relevant Board meetings to present routine updates and discuss any challenges that the PC has encountered in implementing its approved workplan.

In addition, the PCs contribute to the RBM Partnership annual report as submitted to the Partnership Board through the CEO. This annual report outlines the performance against the agreed objectives as contained in the Board-approved Partnership annual workplan and budget. The format of this report will be agreed in advance with the Partnership Board Chair and the CEO.

3. Partner Committee Leadership

Each PC will normally be led by two **PC Co-chairs** supported by a **Partner Committee SG** that implements and manages a particular Partnership priority (and associated workplan) as identified by the Partnership Board.

3.1. Partner Committee Co-chairs

3.1.1. Selection

The PC Co-chairs are selected from RBM Partners and appointed by the Board following the process set out below (see also Annex 1 for the selection criteria).

For each available Co-chair position, the selection process will be managed by the RBM Secretariat and will include the following steps:

- When vacancies for Committee Co-chairs arise, the relevant PCSG will draft the vacancy announcement to be approved by the CEO;

- Once approved, the vacancy announcement, including the roles and responsibilities expected of the Co-chair position, will be posted on the RBM Partnership website and a public call for nominations will be announced, providing a period of at least three (3) weeks to submit nominations/applications;

- Nominations received will be reviewed by the relevant PCSG against a published set of selection criteria and also taking into account conflicts of interest principles;

- The SG will make a recommendation in close consultation with the CEO;

- Each shortlisted candidate will be required to submit confirmation from his/her employer that they approve the potential designation of this role;

- The CEO will present the recommended candidate(s) to the Board for approval;

- The Partnership Board will confirm the final selection and appoint the Co-chair(s).

The above steps will be initiated to enable the selection and appointment of a new Co-chair at a time that facilitates an orderly handover with the Co-chair that is leaving (e.g. approximately six months ahead of the expiration of a Co-chair's term).

3.1.2. Terms of service

The PC Co-chairs will serve a term of up to three years, renewable once, commencing when he/she takes up the role. To the maximum extent possible, the terms of the Co-chairs will be staggered.

After serving two consecutive terms, a Co-chair can only be reappointed after a break in service of no less than three years.

The Partnership Board can remove a Co-chair before the end of their term of office in extreme circumstances when it judges that the Co-chair is unable to fulfil their responsibilities set out below.

3.1.3. Roles and responsibilities

In their role as PC leaders, the Co-chairs also head the Partner Committee SG (Section 3.2). Together, the Co-chairs and SG guide the PC in the implementation of its workplan and activities, providing specific expertise, resources and support as may be needed.

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

The PC Co-chairs shall:

- In a process led and coordinated by the CEO through the PCCG (Section 4), develop workplans and budgets for their respective PC to be incorporated in the Partnership workplan and budget for the CEO to submit to the Partnership Board for approval. Workplans will include strategic priorities, and present how results will be measured and reported.

- Convene any workstream teams as required for the execution of the agreed workplans from among the PC members, ensuring a balanced geographic representation, relevant skills and experience and capacity/time commitment.

- Working with the relevant PC Manager, oversee the work of the PC to implement the approved workplans. Implementation of activities may need to be prioritised by the Co-chairs, in consultation with the SG and the CEO.

- Report annually to the Partnership Board on the progress of the approved workplans, or more frequently if required by the Partnership Board.

- Commit sufficient time to the Partnership, which may vary by PC, to allow successful implementation of the Board-approved workplans.

3.2. Partner Committee Steering Group

Each PC shall be supported by a **Steering Group (SG)** to guide and support the Co-chairs in the implementation of the PC workplan and activities, providing specific expertise, resources and support as may be needed.

3.2.1. Composition

Each SG of a PC shall consist of approximately 10 to 15 members in a composition that is broadly reflective of the Partnership Board to ensure constituency representation as well as a balanced geographic representation, including from malaria-affected countries and communities.

3.2.2. Selection

SG member selection will take into account the relevant expertise and skills as well as available capacity to commit required time to PC operations and leadership.

An open and transparent process to select SG members will include the following steps:

- In coordination with the PC Manager, the PC Co-chairs agree on the size and composition of their respective SG based on PC size, composition, workplans and associated workstreams;

- A description of the SG member roles and responsibilities and selection criteria will be posted on the RBM website as a call for nominations across the RBM Partners;

- The call for nominations will remain open for at least three (3) weeks and will be circulated among the Partnership as well as to Board members and constituency /support platforms;

- Should particular constituents be needed to fill seats, Co-chairs will be encouraged to liaise with the Board member to ensure his/her constituency is made aware of the call for nominations;

- Nominations received will be reviewed against the selection criteria by the PC Co-chairs, in consultation with the RBM Secretariat PC Manager;

- The PC Co-chairs will then submit the proposed composition to the Secretariat for validation by the CEO;

- The PC Co-chairs will appoint SG members and request the Secretariat to publish the list of SG members on the RBM Partnership website;

- Following their appointment, should any PC member be unable to fulfill their functions (either temporarily or permanently), the PC Co-chairs will determine how to replace the member until the next nomination and selection process, and submit this to the CEO for validation.

3.2.3. Terms of service

SG members do not have a specific term of service. However, the importance of turnover and having fresh perspectives and a broad base of contributing Partners are recognized. The Co-chairs, in consultation with the CEO, shall therefore aim to ensure that on an annual basis approximately 20% of the SG members will be replaced, taking into account members' participation and their skills and experience while ensuring that the overall SG composition remains reflective of the diversity of the Partnership (as indicated in Section 2.7 above).

Notwithstanding the above, in case a SG member is no longer able or willing to serve, upon receiving such notification an immediate call for filling the vacancy will be issued.

3.2.4. Roles and responsibilities

SG members are expected to dedicate time to take the focus topics forward.

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

At a minimum, the SG members shall:

- Support the Co-chairs and the CEO in the preparation of workplans and their associated budgets to be integrated in the Partnership workplan and associated budget, as well as in the preparation of reports and updates for the RBM Partnership;

- Actively participate in the work of the PC as per its terms of reference, including the implementation and delivery of its workplan;

- Support regular reporting, including updates (or other reports) as may be requested by the CEO;

- Facilitate engagement with the broader PC and decision-making on relevant matters; and

- Promote cohesion among members and collaborate with one another;

- Share information and expertise, taking part in coordination calls, and promoting strategic linkages and collaboration.

3.3. Partner Committee Coordination Group

The work of the PCs and their SGs will be coordinated by the CEO. This will be achieved in part through a PCCG, a mechanism for the CEO and the RBM Secretariat to regularly meet with Partner Committee Co-chairs and provide an opportunity for interaction, direction and coordination. In addition, the PC Co-chairs may organize other regular and informal means to coordinate across PCs.

3.3.1. Composition

The members of the group will be:

- The RBM Partnership CEO who also serves as Chair of the Group

- The Co-chairs of each Partner Committee

- The Secretariat Management Team

The Executive Associate to the CEO, or any other Secretariat staff delegated, will provide secretariat support to the group, including convening meetings, preparing materials, developing minutes and distributing them.

3.3.2. Roles and responsibilities

The role of the PCCG is to serve as a forum bringing together the leadership across the PCs to facilitate information sharing and collective strategic planning for the benefit of the Partnership as a whole.

The aim of this group is to ensure that the Partnership Committees' activities are harmonised and effectively engage Partners to bring in additional capacity, insight and expertise as required. In so doing, the PCCG will take into account the work undertaken by other key mechanisms.

Convened by the CEO, the PCCG will have the following responsibilities:

- Facilitate PC engagement with the Board, including the preparation of the PC-related Board presentations and reports;

- Support an annual process for the co-development of the RBM Partnership workplan and budget, incorporating agreed priorities for each PC (see Section 4.2), taking into account the work being undertaken by other Partnership mechanisms;

- Review proposals from PCs for Partnership Board agenda items prior to submission for consideration;

- Review of PC scope of work and preparing this for Board approval.

3.3.3. Meetings

The CEO will convene regular meetings (ideally monthly and not less than two per quarter) of the PCCG as required to effectively align and coordinate work between the PCs working with Partners to bring in additional capacity, insight and expertise as required.

Meetings can be held face-to-face or virtually.

Ahead of these meetings, the PC Co-chairs will prepare an update on activities undertaken in their Committee and progress against the workplan, which will be shared with the CEO and the PCCG.

4. Partner Committee planning and budgeting

On an annual basis, each PC will develop an annual workplan and budget for approval by the Partnership Board as part of the consolidated RBM Partnership workplan and budget. This is achieved through the convening of the PCCG as set out above.

To ensure a consistent and transparent process at the level of the PCs, the following steps will be followed:

- Each PC collaboratively drafts a workplan for the year ahead (through the SG and, as helpful and possible, obtaining the inputs of the broader PC membership);

- Through a series of (virtual) work planning sessions convened by the CEO, the PCCG discusses submissions, assessing alignment with the RBM Partnership strategy;

- The PC workplans as consolidated into the overall RBM Partnership workplan will also reflect input from the RBM Secretariat;

- The PC workplan will also incorporate any particular direction from the RBM Board for PCs to take up specific issues and bodies of work; and

- The workplan will also provide a performance framework against which the PCs will report so that progress against the workplans can be monitored and re-adjusted as needed.

ANNEX 1: Partner Committee Co-chair roles and responsibilities

Role description

The Partner Committee Co-chair plays a critical role in the operation of the RBM Partnership. In leading a Partner Committee, Co-Chairs contribute to the overall mission and bring a high level of expertise in the subject matter relevant to the Partner Committee.

Key responsibilities

Generally, Co-Chairs have the following responsibilities:

- Working with the relevant Secretariat Manager and the CEO, 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.

- It is envisaged that the PC workplans will be funded by the RBM Partnership. In cases where gaps exist, PC Co-chairs work with relevant Partners, the Secretariat and the Partnership Board to mobilise required finances and resources to implement PC priorities.

- 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 Secretariat Manager to advance Partner Committee Steering Group implementation of approved workplans.

- Report annually to the Partnership Board on the progress of the approved workplans, or more frequently if requested by the Partnership Board.

- Commit sufficient time to being a Co-chair – which may vary by Partner Committee, to allow successful implementation of the Board-approved workplans.

Requirements

The Partner Committee Co-chair shall meet the following requirements:

- Ability to solicit input from a wide range of stakeholders and ensure that input is included in the Partner Committee and Steering Group 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 written and spoken communication related to global health.

- Ability to work effectively with the Secretariat, to include an understanding of basic financial principles.

- High level of expertise in the subject matter of the relevant Partner Committee.

In addition, the Partner Committee Co-chairs shall be persons of considerable personal integrity and ethics and demonstrate a commitment to inclusiveness and diversity.

To help ensure continuity and prior understanding of the Partner Committee, it is expected that nominations for the PC Co-chair role are drawn from the members of the PC Steering Group.

Specific requirements relevant to the Partner Committee:

When developing a call for nominations, certain additional specific skills required for the focus area could be added to the generic requirements. For example:

Advocacy & Resource Mobilisation	Strategic Communications	Country/Regional Support
• Significant experience of leading global resource mobilisation initiatives and strategies.	• Significant experience leading impactful strategic communications initiatives.	• Significant experience of coordinating support for the development and validation of technically sound, implementable, country-led malaria control and elimination strategies.
• Significant experience of the development of global advocacy strategies.	• Significant experience developing and managing multi-sector relationships and partnership coordination.	• Experience of Country level resource access and mobilisation.
• Understanding of global decision-making structures and frameworks and a strong established network.	• Experience of managing strategic media relations.	• Significant experience and understanding of the Global Fund Concept Note application process and other investment requests.
• Experience of estimating resource needs by sub-region and region for the immediate and longer-term needs for a malaria free world.	• Experience of developing messaging frameworks.	• Experience in providing implementation support for country and regional entities both proactively and reactively.
• Experience of identifying resource mobilisation opportunities.	• Understanding and experience of brand management and development.	• Good understanding of malaria and wider development context.
• Good understanding of malaria and wider development context.	• Experience in the development of media platforms (website, social media platforms, traditional media production, etc.)	
	• Good understanding of malaria and wider development context.	

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