STANDARD OPERATING PROCEDURES:

PARTNER COMMITTEES

December 2024[1]

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PARTNER COMMITTEE
STANDARD OPERATING PROCEDURES

1. Introduction

1.1. Purpose

1.1.1.   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.

1.1.2.   These Standard Operating Procedures (referred to herein as "SOPs") for the Partner Committees complement the **RBM Partnership Bye-Laws**[2] which serve as the Partnership's ultimate governance document and provide relevant provisions (Section 7) that address the functioning of the Partner Committees.

1.1.3.   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, including the Secretariat role in that and the support it provides **(Sections 4 and 5)**

1.1.4.   The Terms of Reference (TOR) for current RBM Partner Committees are provided as an Annex to this document[3]. 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) as well as any operational processes that are particular to the work of the specific Partner Committee.

2. Overview of Partner Committees

2.1. Role within the RBM Partnership

2.1.1.   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

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

the overall goals of the Partnership as illustrated below:[4] 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.

2.1.2.   The work of the Partner Committees is overseen and coordinated by the RBM CEO, including through a **Partner Committee Coordination Group (PCCG)**. In furtherance of these responsibilities, the CEO assigns dedicated resources from the Secretariat who also provide technical and coordination support to Committee operations.

2.1.3.   The coordination of activities and complementarity across Partner Committees and the RBM Working Groups (WGs) is facilitated by the CEO through quarterly meetings with the Co-chairs of the Partner Committees and the Co-chairs of the Working Groups. In addition, coordination of the development and implementation of the workplans of different Partnership mechanisms aims to ensure that they all work toward shared goals and efficiently together.

2.2. Establishment

2.2.1.   The Partnership Board, based on Partnership priorities, determine the Partner Committees that are needed to serve the Partnership and set and approve the TOR for each Committee. 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.

2.3. Structure

2.3.1.   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 (in accordance with Sections 3.1 to 3.4 below) to lead the Partner Committee in coordination with the Partner Committee Manager and/or (an)other representative(s) of the Secretariat that the CEO designates;

- **Partner Committee Steering Group (SG)** with members selected (in accordance with Section 3.5 to 3.9 below) to provide regular strategic guidance and leadership support to the Co-chairs.

2.4. Key functions

2.4.1.   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.

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

- **Engage and relate with regional entities** to assist regions and countries with addressing malaria, with particular attention to cross border settings and cross-country exchanges on good practices and key initiatives.

2.4.2.   These functions are executed through the RBM Partnership's annual workplan and budget. Those are collaboratively developed each year across all PCs, through their **SGs**, the **PCCG** that the CEO may convene, and working closely with Working Groups. The workplan and budget are then submitted to the Partnership Board by the **CEO** for approval. As such, the PC Co-chairs work closely with the CEO, and any other(s) he or she designates to assist with that, including Partner Committee Managers, to obtain all necessary inputs, avoid duplication of efforts, and resolve any concerns over responsibilities for aspects of the PCs' work.

2.5. Terms of Reference and annual workplan

2.5.1.   In line with the functions above, **Terms of Reference (TOR) for each PC** shall be approved by the Partnership Board and published on the RBM website. For ease of reference, the currently approved TORs are attached to these SOPs in **Annex 1**. The TOR presents the particular areas of focus for that committee and is reviewed periodically (for example, at every five-year strategic cycle or more frequently as needed) 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).

2.5.2.   Each PC operates against its **annual workplan,** which is an integral part of the overall RBM Partnership workplan, developed each year. It captures those particular tasks the PC implements with the Board-approved funds disbursed by the RBM Secretariat and in line with the PC TOR. The workplan and budget 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 is published on the RBM website each year (details in Section 4).

2.6. Funding

2.6.1.   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 contributions, including human resources.

2.7. Membership

2.7.1.   The membership of a PC includes any and all interested Partners drawn from the broader RBM Partnership that are interested in the topic that the particular PC focuses on.

2.7.2.   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.

2.7.3.   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. In accordance with applicable data protection considerations, this

listing may also be shared across the Partnership so that it is clear to RBM Board constituencies and other RBM Mechanisms who is engaged.

2.7.4.   Members may be organised into workstreams by the PC Co-chairs to deliver on specific or priority areas of the PC workplan. Workstream leads may be selected from interested PC members to support the delivery and monitoring against targets set for these.

2.8. Operating principles

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

- **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 as well as the decision-making processes around PC budgets and expenditures.

- **Diversity** – Partner Committees and their SGs should reflect the diversity of the Partnership and ensure the right balance of capability and capacity to take work priorities forward.

- **Flexibility** – In delivering on their mandate, Partner Committees need to adapt to ever-changing realities so that they can attain their objectives.

- **Accountability** – As per the Bye-Laws, the Partner Committee Co-chairs report to the Partnership Board on their Partner Committee's activities and the PCs' work is 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.

2.9. Meetings and communication

2.9.1.   Regular (at least quarterly) meetings of the Partner Committees are 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. Agendas for these PC meetings are shared in advance.

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

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

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

2.10.   Conflicts of Interest

2.10.1. The Co-chairs of each Partner Committee are subject to the Partnership Conflict of Interest Policy. In addition, to the extent that the Steering Group makes decisions on allocations of funding or on aspects that may otherwise (be perceived to) benefit (a) Partner(s) participating in the

Steering Group, the principles and processes outlined in the Conflict of Interest Policy are applicable to members of the Steering Group.

2.11. Reporting & performance review

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

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

2.11.3. In addition, the PC Steering Groups 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 contained in the Board-approved Partnership annual workplan and budget. The format of this report is agreed in advance with the Partnership Board Chair and the CEO.

3. Partner Committee Leadership

3.1. Partner Committee Co-Chairs

3.1.1. Each PC is normally led by two **PC Co-chairs,** in coordination with the Partner Committee Manager and/or (an)other representative(s) of the Secretariat that the CEO designates and supported by a **Partner Committee SG,** to implement and manage a particular Partnership priority (and associated workplan) as identified by the Partnership Board and set out in the relevant Partner Committee's Terms of Reference.

3.2. PC Co-Chairs: Selection

3.2.1. The PC Co-chairs are selected from RBM Partners and appointed by the Board following the process set out below (see also **Annex** 3 for the selection criteria).

3.2.2. For each available Co-chair position, the selection process is managed by the RBM Secretariat and includes the following steps:

- When vacancies for Committee Co-chairs arise, the PC Manager, in consultation with the relevant SG drafts 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, is posted on the RBM Partnership website and a public call for nominations is announced, providing a period of at least three (3) weeks to submit nominations/applications;

- Nominations received are reviewed by the relevant SG against a published set of selection criteria and take into account conflicts of interest principles as set out in the RBM Partnership to End Malaria Conflict of Interest Policy;

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

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

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

- The Partnership Board confirms the final selection and appoints the Co-chair(s).

3.2.3.   To the maximum extent possible, the above steps are 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).

3.3. PC Co-Chairs: Terms of service

3.3.1.   The PC Co-chairs 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 are staggered. The decision to renew a Co-chair is made by the Board following a recommendation by the SG in close consultation with the CEO, based on the Partner Committee's delivery of its workplan and the manner in which the Co-chair has acquitted him or herself of the responsibilities set out in Section 3.4 below during the first term.

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

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

3.4. PC Co-Chairs: Roles and responsibilities

3.4.1.   In their role as PC leaders, the Co-chairs also head the Partner Committee Steering Group (Sections 3.5 to 3.9). Together, the Co-chairs, in coordination with the Partner Committee Manager and/or (an)other representative(s) of the Secretariat that the CEO designates, and SG guide the PC in the implementation of its workplan and activities, providing specific expertise, resources and support as may be needed.

3.4.2.   The Co-chairs work in coordination with the Partner Committee Manager and/or (an)other representative(s) of the Secretariat that the CEO designates. The PC Co-chairs

- 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 include strategic priorities, and present how results will be measured and reported.

- Convene any workstream teams, including designating their leads in consultation with the SG 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.

- Work with the relevant Partner Committee Manager and/or (an)other representative(s) of the Secretariat that the CEO designates, to oversee the implementation of the work against the approved workplan. The PC Co-chairs and the CEO may need to prioritise the implementation of activities in consultation with the SG.

- For areas not covered by the Partnership budget or existing donor arrangements, support the mobilisation of resources necessary for the delivery of the workplan.

- 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.

3.5. Partner Committee Steering Group

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

3.6. PC Steering Group: Composition

3.6.1.   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. At least one Co-chair per Working Group is strongly encouraged to participate in SG meetings as an observer.

3.7. PC Steering Group: Selection

3.7.1.   SG member selection should reflect the relevant expertise and skills as well as available capacity to commit required time to PC operations and leadership.

3.7.2.   An open and transparent process to select SG members includes the following steps:

- In coordination with the PC Manager and/or (an)other representative(s) of the Secretariat that the CEO designates, 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 is posted on the RBM website as a call for nominations across the RBM Partners;

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

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

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

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

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

- Following their appointment, should any PC SG member be considered unable to fulfil their functions (either temporarily or permanently), the PC Co-chairs will determine how to replace the member and submit this to the CEO for validation.

3.8. PC Steering Group: Terms of service

3.8.1.   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 are 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).

3.8.2.   Notwithstanding the above, in case a SG member is no longer able or willing to serve, a call for filling the vacancy is issued at an appropriate time having regard to the then composition, skills gaps and anticipated rotations and renewals of other SG members.

3.9. PC Steering Group: Roles and responsibilities

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

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

3.9.3.   At a minimum, the SG members:

- Support the Co-chairs, PC Manager 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;

- Commit time needed to actively participate in the implementation and delivery of the PC workplan per its TOR, including through, regular contributions to SG discussions, and amplification of the PC's work in other relevant fora;

- 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.

3.10.   Secretariat support to Partner Committees

3.10.1. In furtherance if his or her responsibility to coordinate and oversee the Partner Committees, the CEO designates qualified individuals from the Secretariat, including a Partner Committee Manager, to support the Partner Committees, their Co-Chairs and Steering Groups (Article 6.2.2 Partnership Bye-Laws).

3.10.2. The Secretariat participates in PC and its SG meetings and provides the following support:

- Collaborate with the Partner Committee Co-chairs in the development, management, and implementation of the Partner Committee's workplan;

- Collaborate with the Partner Committee Co-chairs to prioritise available funding for the implementation of the Partner Committee workplan;

- Facilitate the implementation of the PC workplan, including by putting in place sub-contracting arrangements with RBM Partners to implement selected activities from the PC workplan in accordance with relevant processes and procedures;

- Provide regular guidance to PC Co-chairs and SG members on the applicable UNOPS policies and procedures governing the above-mentioned arrangements with RBM Partners;

- Work closely with Co-chairs to schedule and facilitate meetings of the PC and Its SG, including capturing agreed actions and managing the follow-up, as appropriate;

- Assist in the preparation of PCCG meetings; and

- Maintain the list of current members for the Partner Committees and their contact information.

3.11. Partner Committee Coordination Group

3.11.1. The work of the PCs and their SGs is coordinated and overseen 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.

3.12. PCCG: Composition

3.12.1. The members of the group are:

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

- The Co-chairs of each Partner Committee

- The Secretariat Management Team, including the PC Managers

3.12.2. The Secretariat provides support to the group, including convening meetings, preparing materials, developing minutes and distributing them.

3.13. PCCG: Roles and responsibilities

3.13.1. 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.

3.13.2. 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 takes into account the work undertaken by other key mechanisms.

3.13.3. Convened by the CEO, the PCCG has 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, particularly the WGs;

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

- Ensure shared understanding of Secretariat activities and progress against relevant workplan deliverables.

- Review of PC TOR and preparing this for Board approval.

3.14.   PCCG: Meetings

3.14.1. The CEO convenes 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.

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

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

3.15.   Coordination With Working Groups

3.15.1. To ensure PC work planning and coordination extends to the RBM Working Groups, the CEO convenes meetings between the Co-chairs of the PCs and Working Groups on a quarterly basis. These meetings include PCCG participants as well as the WG Co-Chairs, WG Coordinators, and the Secretariat resource dedicated to support the WGs. Meeting agendas are developed in consultation with Co-chairs of the PCs and WGs and provide an opportunity for information-sharing, collective strategic planning and coordination across the PCs and WGs.

4. Partner Committee planning and budgeting

4.1.1.   On an annual basis, each PC develops 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** and the meeting referred to in Section 3.11 as set out above.

4.1.2.   To ensure a consistent and transparent process at the level of the PCs, the following steps are followed:

- Based on guidance from the CEO, 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 Secretariat, the PCCG and other coordination meetings discuss submissions, assessing alignment with the RBM Partnership strategy;

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

- The Partnership Board may also provide direction that specific issues or activities be part of the PC workplan; and

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

4.1.3.   Once the RBM Partnership workplan and budget is approved by the Board, the CEO confirms the PC budget amounts with the PC Co-chairs and mandates the PC Managers to provide regular updates throughout the year on budget status against the workplan.

ANNEX 1: Country and Regional Support Partner Committee (CRSPC) Terms of Reference

ANNEX 2: Advocacy, Resource Mobilisation and Communication Partner Committee (ARCPC) Terms of Reference

ANNEX 3: 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 recommended 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 relevant Partner Committee's focus area can be added to the generic requirements.

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