

**REGIONAL ARTEMISININ-RESISTANCE INITIATIVE**

**REGIONAL STEERING COMMITTEE (RSC)**

**TERMS OF REFERENCE**

[Approved 30 May 2022]

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## 1. BACKGROUND

- 1.1** In 2013, the Global Fund to Fight AIDS, Tuberculosis and Malaria ('the Global Fund') allocated USD 115 million to tackle artemisinin resistance in the Greater Mekong Sub-region (GMS) through the Regional Artemisinin-resistance Initiative (RAI).
- 1.2** The Regional Steering Committee (RSC) was established to provide strategic oversight for the regional grant, which includes five countries: Cambodia, Lao PDR, Myanmar, Thailand, and Viet Nam. It fulfills the requirements of the Global Fund to serve as a Regional Coordinating Mechanism (RCM) for the Global Fund investments.
- 1.3** In 2017, the Global Fund awarded a follow-on regional investment of USD 242 million for the period 2018-2020, the RAI2-Elimination (RAI2E) programme. In 2020, the Global Fund awarded a third investment of USD 228 million for the period 2021-2023, the RAI3-Elimination (RAI3E) programme.
- 1.4** These Terms of Reference (ToRs) are developed and adopted by the RSC to articulate its composition, structure, and governance mechanisms. Their overall aim is to ensure that the RSC is empowered to fulfill its governance role, upholds good governance practice, and is aligned with the applicable requirements of the Global Fund.
- 1.5** These ToRs and any revisions hereto shall take effect the day they are approved by a two-thirds majority vote of the RSC members.

## 2. GUIDING PRINCIPLES

In the conduct of its activities, and in line with the Global Fund's Principles for Coordination Mechanisms<sup>1</sup>, the RSC is committed to the following overarching principles:

- 2.1 Ensuring oversight for focused, efficient, and flexible grant implementation:** Given the critical importance of artemisinin and partner drug resistance to malaria control and elimination efforts worldwide, the RSC is committed to ensure that activity implementation is driven by a sense of urgency and targets the most appropriate, most at-risk populations. If the situation so requires, the RSC is empowered to make decisions that enable flexibility in programming and financing.
- 2.2 Ensuring access to and use of high-quality data:** Timely access to quality programmatic data from public, civil society and private sector channels is key to monitoring progress and to informing the strategic direction of these investments. In addition to the oversight of

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<sup>1</sup> [https://www.theglobalfund.org/media/7421/ccm\\_countrycoordinatingmechanism\\_policy\\_en.pdf](https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf)

grants, the RSC supports the development of a solid regional performance monitoring and management information system.

**2.3 Enabling partnerships beyond RAI3E partners and the GMS and creating political leverage:**

The risk of artemisinin resistance or partner drug resistance spreading beyond the GMS is of global concern. The RSC is dedicated to engaging with a wide range of stakeholders in the broader GMS malaria elimination agenda (including ASEAN, APLMA/APMEN, ADB, and WHO as well as other stakeholders contributing to elimination in the GMS and similar country contexts) to ensure political support, programmatic alignment/harmonization, resource mobilization and broader advocacy.

**2.4 Ensuring strong country ownership:** The RSC shares its oversight mandate with the national Country Coordinating Mechanisms (CCMs). Close coordination, consultation, and collaboration with national CCMs and other national-level stakeholders are essential to ensure country ownership and strategic alignment between regional- and country-level priorities and to build on national structures.

**2.5 Engagement of Key Populations:** The RSC has in place a mechanism to engage key populations including people affected by malaria, migrants, and ethnic minorities. Two RSC Members are elected by a Civil Society Organizations Platform, which maintains strong ties to their communities, in order to provide feedback on the quality and impact of programmes. The RSC is committed to providing space for their input and voices to be heard. This engagement will continue throughout the cycle of the RAI grants to provide input to strengthen the delivery of programmes and achievement of targets.

**2.6 Sustainability and transition:** As some parts of the GMS approach elimination, the RSC recognizes the importance of sustained financing and programmatic sustainability. While it is not its prime role to mobilize resources outside of the Global Fund, the RSC will work with all concerned partners to maintain the momentum of malaria elimination in the GMS within the broader framework of other global health agendas including the Sustainable Development Goals. The RSC will encourage the integration of malaria-specific functions into broader health systems, as well as other mechanisms aimed at supporting long-term sustainability.

**2.7 Good governance:** The RSC will operate in a way that is aligned with principles of good governance, including transparency of information, equality among members, accountability, and conflict of interest management.

### **3. ROLE AND CORE FUNCTIONS OF THE RSC**

**3.1 The core functions of the RSC are as follows:**

- 3.1.1 **Defining strategic funding priorities and resource allocation** including the development of Funding Requests for the Global Fund and the identification of funding recipients;
- 3.1.2 **Providing oversight of implementation progress** to ensure that investments are efficient and have a demonstrated impact towards the overall program goals, and ensuring shared accountability for the achievement of results;
- 3.1.3 Engaging in **strategic partnerships with other regional initiatives** and donors, to ensure alignment/harmonization of the Global Fund investment and to support broader political advocacy and resource mobilization efforts;
- 3.1.4 Ensuring that the functions of the RSC are compliant with the Global Fund Eligibility Requirements for Country Coordinating Mechanisms including the Code of Ethical Conduct for CCM Members.<sup>2</sup>

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<sup>2</sup> <https://www.theglobalfund.org/en/country-coordinating-mechanism/eligibility>

### **3.2 Strategic funding priorities and resource allocation**

In accordance with the applicable Global Fund policies, the RSC will:

- 3.2.1 Coordinate the development of all funding applications through an inclusive and transparent process, in close collaboration with national CCMs and other country-level stakeholders;
- 3.2.2 Ensure that a broad range of stakeholders (including RSC members, non-members, country/regional level, non-government sector, affected communities, etc.) is engaged in the review of funding priorities and applications;
- 3.2.3 Ensure that the principle of country ownership is upheld in the development of country-specific activities and that endorsement of national CCMs is provided where required;
- 3.2.4 Ensure that investments are technically and strategically sound, and that they align with the applicable national/regional strategies, and with relevant technical guidance (through engagement with technical partners and seeking additional technical assistance where required) and are designed to achieve impact among the most underserved populations, in particular;
- 3.2.5 Identify and/or support the selection of Principal Recipient(s) and Sub-recipients as applicable through an open and transparent process, in collaboration with national CCMs where applicable;
- 3.2.6 Approve the allocation of funds to new activities during the grant lifecycle (e.g., reprogramming of savings, grant extensions) as required and in collaboration with the national CCMs (including reallocation from one country to another if required).

### **3.3 Oversight of implementation progress**

To fulfill its oversight mandate and in support of decision-making on resource allocation and risk management, the RSC will:

- 3.3.1 Periodically review programmatic progress reports made available by the regional PR, co-PRs or SRs;
- 3.3.2 Assess macro-level performance of the program together with community and key population needs and provide strategic guidance, e.g. in cases where activity adjustments are deemed necessary;
- 3.3.3 Collect and disseminate programmatic information from/to national CCMs and other key stakeholders as relevant (e.g., civil society);
- 3.3.4 As deemed necessary, commission independent experts, on a permanent or ad hoc basis, to collect additional implementation data at different levels, and to provide an

independent assessment of progress and make recommendations for remedial actions and bottleneck resolution (see Annexes).

- 3.3.5 Share its oversight mandate with the national CCMs (see Annexes). The RSC reports to the Global Fund on all planned and completed oversight activities on a regular basis, in accordance with applicable policies and/or as required by the Global Fund.
- 3.3.6 Nominate RSC members to attend the debriefings between the regional PR and the Local Fund Agent (LFA) contracted by the Global Fund Secretariat to assess implementation capacities and verify programme results reported by the PR and SRs. The RSC will invite the LFA to attend RSC regular meetings.

### **3.4 Strategic partnerships and harmonization**

- 3.4.1 The RSC will ensure alignment of the Global Fund investment with broader malaria control and elimination efforts in the region. This will include ensuring that regional activities are complementary, strategically aligned and meet the highest priority needs.
- 3.4.2 The RSC shall complement efforts undertaken by other partners (e.g., WHO, APLMA, and ASEAN) to mobilize political support and resources in support of the region's malaria drug resistance / elimination goals.
- 3.4.3 The RSC shall advocate for resource mobilization within countries, with development partners and with the private sector. The RSC also engages with partners from outside the health sector (e.g., private sector, defence, civil society) on issues of relevance to the programme.
- 3.4.4 The RSC will maintain close communication with the Fund Portfolio Manager (FPM) as the focal point for grant management at the Global Fund Secretariat and interact with key actors for the effective implementation of Global Fund RAI-financed programs.

### **3.5 Good Governance Principles and Practice**

- 3.5.1 The RSC has adopted and implements a Conflict of Interest (COI) management policy which serves to guide its members and their constituencies in identifying issues and situations that present conflicts of interest (see Annexes). The policy applies to all voting and non-voting members of the RSC, the RSC Executive Committee, its sub-committees and working groups, and the staff of the RSC Secretariat.
- 3.5.2 The Conflict-of-Interest Policy (see Annexes) forms an integral part of the TORs of the RSC and is adopted/revised by a majority of two thirds of the RSC membership. The RSC COI Policy is publicly available and applies throughout the life of Global Fund grants. The RSC Secretariat shall keep records of COI management and present documented evidence of policy application to the Global Fund on request.

3.5.3 As a Regional Coordinating Mechanism, the RSC is also bound by the following policy requirements and applicable guidance of the Global Fund in the conduct of its activities (non-exhaustive):

- CCM Policy guidance
- CCM Eligibility requirements
- Funding Application process
- PR/SR selection process
- CCM Funding policy
- CCM External Performance Assessment

3.5.4 The RSC shall carry out periodic self-assessments of its performance following the guidelines and templates developed by the Global Fund.

## **4. COMPOSITION AND MEMBERSHIP**

### **4.1 General**

4.1.1 Every effort shall be made to ensure gender-balanced representation within the RSC as well as representation from Lower Middle-Income Countries.

4.1.2 Any changes to the RSC composition (number of members, constituencies represented) must take into account the current Global Fund guidance on CCM membership and must be approved by a two-thirds majority of RSC voting members.

4.1.3 The RSC shall review membership on a regular basis (at a minimum every three years) and shall make any adjustments necessary to ensure representation of all relevant sectors.

### **4.2 Voting members**

4.2.1 A voting member holds full voting rights within the RSC which are exercised in person (RSC and sub-committee meetings) or remotely (by email) as may be required. Constituencies holding voting seats may appoint alternates, who will represent the voting member during RSC meetings or other convenings (e.g., sub-committee meetings) when the incumbent member is unavailable. Alternates in attendance at RSC meetings can contribute to proceedings upon request from sitting members but cannot be asked to vote/sit on behalf of voting members who are already present.

4.2.2 The RSC is composed of seventeen (17) voting members from the following constituencies:

- Five (5) members of the **government sector**, nominated by the respective national CCMs (Cambodia, Lao PDR, Myanmar, Thailand, Viet Nam). These should be senior government officials, but cannot be staff from the national malaria program;
- Three (3) members of the **development partner (bilateral) sector**, nominated through a consultation of the development partner constituency which includes (but is not limited to) DFAT, France, FCDO, USAID, JICA, GIZ, and the EU;
- One (1) member of **World Health Organization (WHO)**, nominated by the WHO Global Malaria Programme (GMP);
- Three (3) members of key **regional multilateral partners** concerned with malaria in the GMS, including (but not limited to) ADB, ASEAN, APLMA, APMEN;
- Five (5) members from the **non-government sector**, including:
  - Two (2) members from community-based and civil society organizations representing key most-at-risk populations (e.g. migrants, ethnic minorities);
  - One (1) member from the Academic sector (public and/or private universities or research institutions) based in the region with knowledge of malaria;
  - One (1) member of the Private Sector representing charitable foundations or large private philanthropic foundations with extensive experience in supporting malaria programs;
  - One (1) member of the Private Sector representing the Global Fund Private Sector Delegation, experienced in developing public private partnerships with co-financing opportunities and inter-sectoral dynamics.

### 4.3 Non-voting members

4.3.1 A **non-voting member** participates in RSC deliberations (in person and/or remotely) but cannot vote nor provide a formal endorsement to documents or decisions within the RSC's purview.

4.3.2 The RSC has nine (9) non-voting members as follows:

- Five (5) directors of the national malaria programs of the RAI countries, or their delegates;
- One (1) representative from the national malaria program of the P.R. of China;
- One (1) representative from WHO with a GMS mandate (e.g. MME Coordinator);
- One (1) representative from the ASEAN Secretariat;
- The Executive Secretary of the RSC.

#### **4.4 Membership term and nomination procedure**

- 4.4.1 Voting members are appointed for a term of three years. No member can serve for more than two consecutive terms. Existing alternates may be nominated as new members of the RSC.
- 4.4.2 Voting members shall be appointed through a nomination or election from within their respective constituencies, as appropriate. A documented, transparent process will be adopted in each case.
- 4.4.3 Individuals and organizations appointed or re-appointed as new RSC members by their respective constituency are announced to the RSC and confirmed as members on a no-objection basis. Where a constituency-based process does not exist, the appointment of new members will require approval by the RSC.
- 4.4.4 The RSC Secretariat is responsible for tracking and facilitating membership renewal, nominations, elections and for ensuring that processes follow the rules laid out in these TORs and are fully documented. The RSC Secretariat also ensures that new and incumbent members are aware of and understand these Terms of Reference as well as other governance processes and documents as may be applicable.

#### **4.5 Role and responsibilities of members**

- 4.5.1 RSC members participate in all activities of the RSC on a remote (email/phone) and in-person basis (attendance to RSC and sub-committee meetings) as applicable. They provide, *inter alia*, substantive inputs and feedback on grant performance or decisions on funding allocation and share relevant information / experiences with the rest of the group.
- 4.5.2 RSC members make available their respective expertise, resources, and political channels in support of the RSC's mandate, as necessary and as appropriate. Outside of RSC convenings, members act as advocates for the RAI program and for the malaria elimination goal of the GMS, as well as to raise awareness around the issue of drug resistance.
- 4.5.3 Each RSC member represents the interests of their entire constituency, and not those of their own individual self or organization. RSC members shall respect and adhere to these Terms of Reference and other policies and procedures adopted by the RSC.
- 4.5.4 RSC members consult with their constituents regularly on RAI-related issues and will disseminate RSC and RAI-related information and decisions to them in a timely manner.
- 4.5.5 Government members shall be mandated by, represent the views of, and report back to the senior leadership of their government. They have an important liaison role at national level, in particular with national malaria programs and national CCMs.

- 4.5.6 Civil society members, including people affected by malaria and key population groups, shall maintain strong ties to their communities, in order to provide feedback on the quality and impact of programs.

## **5. STRUCTURE OF THE REGIONAL STEERING COMMITTEE**

### **5.1 Chair**

5.1.1 The responsibilities of the Chair are:

- To convene and chair RSC meetings;
- To serve as spokesperson/representative for the RSC and as liaison between the RSC and the Global Fund Secretariat;
- As necessary, to make decisions between RSC meetings on issues of a procedural or administrative nature and which are not explicitly addressed in these ToRs and on matters concerning the routine functioning of the RSC Secretariat, in consultation with the Vice-Chair and Executive Committee as necessary;
- Ensure that decisions taken by the RSC and by the Executive Committee follow due process, and are clear and unambiguous;
- When necessary, delegate certain responsibilities and decisions to the Vice-Chair;
- Provide routine oversight of the RSC Secretariat and act as first-line supervisor to the Executive Secretary; and
- Fulfill other responsibilities as may be required at any time by the RSC.

5.1.2 Except where specified otherwise in these ToRs, the RSC Chair holds and exercises the same voting rights as other voting members.

5.1.3 The RSC Chair shall be elected by an in-person vote of the RSC for a three-year term. No individual can serve for more than two consecutive terms as Chair.

5.1.4 Any candidate for Chair must be nominated and seconded by RSC members. The vote for Chair shall be by secret ballot. Only full voting RSC members (not alternates), with exception of the incumbent Chair if she/he has been nominated as a candidate, may vote to elect the Chair.

5.1.5 The Chair and the Vice-Chair must be from different sectors. Principal Recipients (PR) and sub-recipients (SRs) or their representatives cannot be elected to the position of Chair of the RSC.

5.1.6 The RSC Chair does not hold a separate membership seat; he/she holds a seat affiliated with a specific constituency or organization as listed in section 4.2.3. In the event that a candidate for Chair is elected from outside the incumbent RSC members, the RSC will

review the implications of this appointment for constituency representation and may opt to adjust this rule as necessary.

- 5.1.7 The RSC can vote to remove a Chair during her/his term; such a vote requires a two-thirds majority of the voting members present at the meeting. Only full voting RSC members (not alternates) may vote to remove the Chair. If the RSC Chair resigns or is removed before his/her term ends, the RSC will hold a new election at the earliest RSC meeting following this decision. In the interim period, the Vice-Chair shall act as Chair.
- 5.1.8 The success of a well-functioning RSC is dependent on the level of engagement and the leadership its Chair is able to provide. The Chair shall have a mix of skills that include, at a minimum, a proven technical background and understanding of malaria or health issues in the Asia Pacific region and a capacity to strategically facilitate a broad range of views while at the same time progressing discussion.

## **5.2 Vice-Chair**

5.2.1 The responsibilities of the Vice-Chair are:

- To perform tasks delegated by the Chair and provide inputs to interim decision-making as may be required;
- To stand in for the Chair when requested by the Chair to do so, and when the Chair is unable to fulfil his/her functions; and
- To fulfill other responsibilities as may be required at any time by the RSC.

5.2.2 The Vice-Chair is appointed for a period of two years. No individual may serve more than two consecutive terms as Vice-Chair.

5.2.3 Unless agreed otherwise by a simple majority of RSC members, the Vice-Chair is nominated by the government of one of the five RAI countries, following the biennial rotation applicable to ASEAN's relevant governance mechanisms<sup>3</sup>. Principal Recipients (PR) and sub-recipients (SRs) or their representatives cannot be nominated to the position of Vice-Chair of the RSC.

## **5.3 Executive Committee**

5.3.1 The responsibilities of the Executive Committee are:

- To perform the function of an "oversight committee" for the RSC, including the routine analysis of programmatic and financial performance reports from the PR, and the formulation of recommendations to the RSC for decision;

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<sup>3</sup> ASEAN Health Ministers' or Senior Officials Meeting on Health Development. Rotation of countries is confirmed in consultation with ASEAN Secretariat.

- To guide the broader RSC in its oversight mandate and to oversee the conduct of independent monitoring activities;
  - To oversee the operations of the RSC Secretariat;
  - To conduct any additional task specifically assigned to it by the RSC, which may include decisions which require inputs on short notice and when a full consultation of the RSC is not feasible. (See Annexes)
- 5.3.2 All decisions of the Executive Committee are communicated to the RSC and are confirmed on a no-objection basis. If a majority of RSC members state objections to a decision of the Executive Committee within two weeks, the said decision is reversed.
- 5.3.3 The Executive Committee shall conduct its duties remotely (phone, email) or at specific meetings in person as often as necessary. Decision-making shall be made following the same procedures applicable to the RSC, except that a quorum of two-thirds (5 out of 7 members) shall apply. When the Executive Committee is unable to reach a decision, the full RSC will be consulted.
- 5.3.4 The hierarchy of authority within the RSC shall be as follows: Full RSC membership; Executive Committee; RSC Chair and Vice-Chair; Executive Secretary. Within this hierarchy, parties higher in the hierarchy can overrule any party.
- 5.3.5 The Executive Committee shall be composed of up to seven (7) members, including:
- 1 x Chair;
  - 1 x Vice-Chair;
  - 1 x WHO voting member;
  - 2 x country voting members;
  - 1 x voting member from the non-government constituency representing key affected populations;
  - 1 x voting member from the Development Partner (DP) constituency.
- 5.3.6 The RSC Chair and Vice-Chair shall serve as Chair and Vice-Chair of the Executive Committee.
- 5.3.7 Country members are appointed to the Executive Committee on a rotating basis every two years. The two selected country members will come from countries other than that of the incumbent Vice-Chair.
- 5.3.8 Other members of the Executive Committee are nominated for a two-year term. No individual member can serve for more than two consecutive terms on the Executive Committee. Should an individual member leave the Executive Committee before the end of their term, the position is released for new nominations in accordance with these Terms of Reference.

## **5.4 Other sub-committees and working groups**

- 5.4.1 The RSC shall set up sub-committees and/or working groups, either ad hoc or permanent, as needed. With the facilitative support of the RSC Secretariat, each sub-committee or working group shall conduct tasks assigned to it by the RSC and report back regularly to the RSC on its activities, including recommendations to the RSC for decision as applicable.
- 5.4.2 With exception of the Executive Committee and unless agreed otherwise at the time of their creation, sub-committees and working groups are of an advisory nature and do not have any decision-making authority.
- 5.4.3 Participation in sub-committees and working groups is voluntary. The composition (including Chairmanship) and terms of reference of each sub-committee and working group shall be determined by the RSC; with exception of the Executive Committee, this may include individuals who are not members of the RSC.
- 5.4.4 The RSC Secretariat, under the guidance of the Executive Committee, will ensure that the role and objectives of each sub-committee and working group is fully understood by its members, and will support the drafting of meeting minutes or sub-committee reports as needed.
- 5.4.5 Sub-committee and working group members, including non-RSC members, are bound by the RSC Conflict of Interest Policy.

## **5.5 RSC Secretariat**

- 5.5.1 The RSC Secretariat provides overall operational management and coordination of the RAI Regional Steering Committee (RSC) activities and supports the RSC in fulfilling its mandate through strategic engagement with RSC constituents and other stakeholders.
- 5.5.2 The RSC Secretariat coordinates closely with the national Country Coordination Mechanisms (CCMs) and their respective Secretariats in each RAI country.
- 5.5.3 The RSC Secretariat staff work under the overall guidance of the RSC, in regular consultation with its members.
- 5.5.4 The RSC Secretariat staff are under the direct supervision of the RSC Executive Committee of the RSC (especially the RSC Chair who acts as first-line supervisor to the Executive Secretary) on a daily basis and solely for administrative purposes are under the administrative supervision of the hosting organisation. The RSC Executive Committee approves the Secretariat staff ToRs, the Secretariat operational budget, and the selection of independent consultants / experts contracted to support the RSC.

- 5.5.5 The recruitment of Secretariat staff follows the policies and rules in force at the hosting and/or seconding organizations, as applicable, under the overall guidance of the Executive Committee.

The respective duties of Secretariat staff are described in their TORs (See Annexes).

## **6. MEETINGS AND DECISION-MAKING**

### **6.1 Meeting frequency and attendance**

- 6.1.1 The RSC shall hold at least two general meetings per year on a rotating basis among the five RAI countries; additional meetings can take place if required at the request of the Chair, the Vice-Chair or the Executive Committee.
- 6.1.2 If a member is unable to attend an RSC meeting, their designated alternate can represent them, upon written notice to the RSC Secretariat. Except where specified otherwise in these TORs, the designated alternate member will assume the full rights and responsibilities of the incumbent RSC member during the meeting.
- 6.1.3 Observers or special invitees may attend RSC meetings according to the following criteria:
- A permanent observer status is awarded to the following organizations:
    - Global Fund Secretariat;
    - Principal Recipient;
    - Local Fund Agent (LFA);
  - The following entities are invited to nominate one observer to participate in each RSC meeting:
    - all five national CCMs of the RAI countries;
    - Ministry of Health of Bangladesh;
    - Ministry of Health of India.
  - Other special invitees, constituency alternates, consultants/resource persons or working group members can be invited as observers at the request of any incumbent RSC member or Secretariat, to be approved by the RSC Chair.
  - Observers do not participate in RSC meeting deliberations unless invited by the Chair to do so.
- 6.1.4 The RSC Secretariat is responsible for the timely circulation of meeting invitations and for keeping records of member participation.

## **6.2 Notice and agenda**

- 6.2.1 A tentative timeframe for each RSC meeting is agreed upon at the preceding meeting as part of the agenda; RSC members will receive a formal confirmation of the meeting date(s) and location no less than two months in advance.
- 6.2.2 A draft agenda is developed by the RSC Secretariat under the overall guidance of the Executive Committee; RSC members may send requests to the RSC Secretariat for items to be included on the agenda. The draft agenda is circulated to the RSC members for comment no less than four weeks in advance of each meeting. At the start of each meeting, the agenda may be modified and must be approved by the RSC. The same approach applies for meetings of the Executive Committee.
- 6.2.3 The RSC Secretariat will ensure that members receive adequate briefing documents to support decision-making during RSC meetings. This may include (but is not limited to) PR progress update reports, working group / sub-committee reports, independent monitoring reports, discussion papers/analyses, etc. Background documentation must be sent to members no less than two weeks prior to the meeting. This includes reports in support of decision points and progress updates from the PR on activity implementation since the previous general meeting. The agenda of each general meeting will systematically include opportunities to discuss progress updates.
- 6.2.4 The RSC Chair, Vice-Chair and other voting members are invited to declare any conflict of interest at the start of each meeting in accordance with the Conflict of Interest Policy. Members with a stated conflict of interest shall recuse themselves from voting and from participating in deliberations as applicable. This will be documented as part of the meeting minutes.

## **6.3 Minutes**

- 6.3.1 The RSC Secretariat is responsible for taking and circulating Minutes from RSC and RSC Executive Committee Meetings, in which discussions and decision points are summarized and a record is kept of member/ constituency participation or abstention.
- 6.3.2 The RSC Secretariat shall distribute draft Minutes from RSC and RSC Executive Committee Meetings to the respective bodies within two weeks of the conclusion of the meeting. The Minutes shall be considered endorsed on a no-objection basis two weeks after circulation of the draft. Following their endorsement, the RSC Secretariat shall disseminate the final version of the minutes to all RSC members (including alternates, absentee members) as well as to the five national CCMs. RSC Meeting minutes are public documents and are posted immediately after their endorsement on the RSC website.

## **6.4 Decision-making**

- 6.4.1 During RSC meetings, a quorum of at least half of the voting members is required for decision-making to proceed.
- 6.4.2 Decisions shall be made by consensus whenever possible; where deemed necessary by the Chair, Vice-Chair, or at the request of any voting member, decisions will be put to a vote. Except where specified otherwise in these TORs, a simple majority vote is required for a decision to pass.
- 6.4.3 Voting shall normally be by show of hands; secret ballots can be used when called for in these TORs or when requested by an individual member, and then seconded. In either case, the results of the vote (i.e., the numbers for, against and abstaining) shall be recorded in the meeting minutes.
- 6.4.4 Between in-person meetings, voting members may be consulted for decisions by e-mail as required. For such decisions to pass, an email response from a simple majority of voting members is required; a no-objection approach may be adopted for decisions without financial implications. The same will apply to any remote decisions of the Executive Committee. In all cases, the Secretariat will keep records of individual members' sign-off and final decisions will be formally communicated to the RSC in full when the consultation is completed

# ANNEX 1 – CONFLICT OF INTEREST POLICY

## Regional Steering Committee (RSC) Conflict of Interest Policy

*Final version, endorsed at 6<sup>th</sup> RSC meeting, Hanoi, 19 Nov.2015*

### 1. RATIONALE/BACKGROUND

This Conflict of Interest (COI) Policy is developed and adopted by the RAI Regional Steering Committee (RSC) to guide its members and their constituencies in identifying issues and situations that present conflicts of interest. The goal of this COI policy is to promote good governance of RSC functions by upholding the principles of accountability and transparency in RSC's activities.

The RSC recognizes that conflicts of interest, whether actual, potential, or perceived, may seriously diminish public confidence in RSC as an institution. A strong and well-implemented conflict of interest policy helps ensure the integrity of the RSC and its processes, demonstrates transparency, and substantiates fairness in decision-making. Inadequate attention to conflict of interest may result in RSC non-compliance and ineligibility of RSC funding applications, based on the applicable Global Fund policies<sup>4</sup>.

### 2. PRINCIPLES

The concept of COI recognizes that the judgement of even the most well-meaning persons may be affected by their own interests, those of an institution they are affiliated with, or those of a close associate. The RSC recognizes the need to organize its structure and operating processes so as to minimize the possibility of conflicts of interest arising with respect to all matters within its mandate.

This policy applies to all voting and non-voting members of the RSC, the RSC Executive Committee, its subcommittees and working groups, and the staff of the RSC Secretariat.

*Principal Recipients (PRs), Sub-recipients (SRs) and other recipients of Global Fund monies which fall within the jurisdiction of the RSC are also expected to adhere to this policy and to make all efforts to avoid conflicts of interest, and address those which may arise. However, the mechanisms to implement these policies at PR/SR levels are not included here.*

### 3. DEFINITIONS

3.1. A **conflict of interest** occurs when a member of the RSC, RSC Executive Committee, subcommittee/working group members, or RSC Secretariat uses his/her position to advance personal ambitions or interests, the interests of an institution with which he or she is affiliated, those of a family member, or close associate, or in a way that disadvantages or excludes others, or compromises the performance of the RSC functions and overall effectiveness or program implementation.

3.1.1. A **close associate** of a person includes a family member (spouse, child, sibling, parent, cousin, in-law), friend, business partner, or professional associate.

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<sup>4</sup> The RSC conflict of interest policy is guided by the Global Fund CCM Eligibility Requirement #6 to ensure adequate management of conflict of interest.

- 3.1.2. A person is **affiliated** with an institution where he/she is an employee or volunteer, or has a financial interest, or a technical or governance role with that institution.
- 3.2. "Conflict of interest" includes **potential** and **perceived** conflicts of interest:
- 3.2.1. A **potential conflict of interest** occurs where a member of the RSC, RSC Executive Committee, subcommittee/working group members, or RSC Secretariat has the capacity to use his/her position in such a way that a conflict of interest, as defined above (3.1) can occur.
- 3.2.2. A **perceived conflict of interest** occurs where a person believes or suspects on reasonable grounds that a conflict of interest, as defined above, exists on the part of a member of the RSC, RSC Executive Committee, subcommittee/working group members, or RSC Secretariat.
- 3.3. Conflicts of interest can occur in, but are not limited to, the following situations:
- Concept Note development and approval of proposals for submission to the Global Fund;
  - Nomination of PRs and selection of SRs;
  - Grant implementation oversight throughout the life of the Global Fund grants;
  - Periodic reviews and reallocation of funds of programs financed by the Global Fund.
- 3.4. Conflicts of interest may arise in association with gifts, which are defined as including favors, gratuities, or sponsorships, whether of a monetary or intangible nature.

#### **4. APPLICATION OF COI POLICY**

- 4.1. This COI policy applies to RSC voting and non-voting members (including alternates), Executive Committee members, Secretariat staff or members of standing committees, subcommittees and working groups created by the RSC.
- 4.2. The RSC shall ensure that on taking the membership seat and at least once each year, the members of the RSC are adequately briefed on their responsibilities regarding conflicts of interest and the requirements of this policy.
- 4.3. The RSC should consider the consequences of conflicts of interest on its composition when considering membership renewal.
- 4.4. The RSC shall apply the conflict of interest policy throughout the life of Global Fund grants, and present documented evidence of its application to the Global Fund on request.
- 4.5. The RSC shall make the conflict-of-interest policy publicly available, publishing it on the RSC's website.

#### **5. MANAGEMENT AND MITIGATION OF COI**

##### **5.1. Statutory Declaration**

- 5.1.1. All RSC voting and non-voting members, alternates, Executive Committee members, Secretariat staff, and all members of standing committees, subcommittees and working groups shall complete a *Conflict of Interest Declaration form* for the record (*Appendix 1*) at the time of being appointed on the RSC and disclose any actual or perceived conflict of interest at that time.
- 5.1.2. The COI Declaration form shall be completed on an annual basis thereafter and updated as needed, whenever a material change occurs in the information.
- 5.1.3. Declaration forms shall be archived by the Secretariat and made available for inspection as may be required. These statements shall form part of the public record of the RSC.

## 5.2. RSC Chair and Vice-Chair

5.2.1. RSC Chair and Vice-Chair shall not represent the same constituency.

5.2.2. The RSC shall make every effort to ensure that neither RSC Chair nor Vice-Chair are from an organization that serves as a principal recipient, sub-recipient or sub sub-recipient for a RSC-initiated activity financed by the Global Fund.

## 5.3. COI disclosure and recusal

5.3.1. RSC members or alternates must declare whether they have a conflict of interest, including the nature of such conflict, at the beginning of each RSC meeting, at the time when all agenda items are read or reviewed. Members having a conflict of interest shall not deliberate nor vote on the issues concerned. Such members may be asked to leave the meeting room, upon request of another member or RSC Chair.

5.3.2. If the chairperson has a conflict of interest, he or she must delegate meeting responsibilities to a co-chairperson for the period of the deliberation.

5.3.3. In any deliberations of the RSC which happen outside of RSC meetings (e.g. online voting or consultations), members having a conflict of interest shall not deliberate nor vote on the issues concerned.

5.3.4. RSC members representing institutions that are candidates to serve as a Principal Recipient or Sub-Recipient (SR) or Sub-Sub-Recipient (SSR) shall not participate in deliberations (committee or general meetings) during which selection takes place.

5.3.5. RSC members representing institutions that are PR, SR or SSR will not participate at the vote and the deliberations related to:

- The selection, appointment or renewal of a PR, SR or SSR;
- Allocation or re-allocation of the Global Fund grant funds;
- Initiation and performance of transactions, contracts, or other type of arrangements that might bring personal benefits to the private person, regardless of the position she/he holds.

5.3.6. All COI disclosures, recusals and decisions associated with conflict of interest will be documented by the RSC Secretariat in the meeting minutes and other records as relevant.

5.4. **Ad hoc COI committee.** The RSC will appoint, on an ad hoc basis and whenever required by the circumstances applicable to this policy, a committee of 3 people (2 RSC members, 1 non-RSC member), all of which should be knowledgeable of the subject matter and without any potential or perceived COI in accordance with the definitions of this policy. Its membership will be voted by the RSC unless another appointment mechanism is agreed.

## 6. SUSPECTED CONFLICT OF INTEREST AND RESOLUTION MECHANISM

6.1. If a suspected conflict of interest is reported by any party, the RSC Executive Committee and the ad-hoc COI committee (established in accordance with paragraph 5.4) will review the matter immediately.

6.2. The ad-hoc COI committee should review all relevant information and advise the RSC Executive Committee whether a conflict of interest situation exists. The review process should be designed to protect confidential information.

6.3. The issue must be reported to all RSC members. Any substantive issues must be brought to the full RSC membership for decision. The RSC as a whole is ultimately responsible for the resolution of COI.

- 6.4. The RSC will determine whether the suspected COI is permissible (if the disclosed information does not represent a possible source of bias or inappropriate activities), permissible with modifications (aimed at avoiding bias or inappropriate activities), or not permissible (due to the demonstrated presence of the personal interest in contradiction with the terms of this policy).
- 6.5. With reference to the permissible with modifications and not-permissible situations, possible options include, but are not limited to:
- Public disclosure of all relevant information;
  - Necessary modifications in the related grant activity management;
  - Close monitoring of the grant activity evolution;
  - Termination of the member(s) reduction of their involvement in the grant activity.

## **7. PERIODIC REVIEW OF COI POLICY**

The COI policy shall be reviewed on a periodic basis at least consistent with the RSC's review of other governance documents or earlier as needed.

**APPENDIX 1 - Conflict of Interest Declaration form**

*Note - This declaration is to be completed by all RSC voting and non-voting members, alternates, Executive Committee members, Secretariat staff, and all members of Standing Committees, Subcommittee and Working Groups and will be updated annually and for the entire duration of the person's term on RSC.*

Member Name: .....

Institution: ..... Title: .....

I, the undersigned, hereby pledge to comply with the attached Conflict of Interest Policy of the RSC.

As a RSC member or Executive Committee, Alternate, Secretariat staff, or Standing Committee/Subcommittee/Working Group member, I shall not participate in deliberations, the making of recommendations or decisions, or other processes in which I have a conflict of interest, or a potential conflict of interest, as defined in the attached Conflict of Interest Policy.

I will declare my conflict of interest to the general assembly of the RSC prior to or at the commencement of any RSC meeting at which a relevant matter will be considered. I will state the nature of the conflict of interest and all relevant facts pertaining to my interest. I will then recuse myself from participating in any proceedings concerning the matter. If another person alleges that I have a conflict of interest, I will respond to this charge and will abide by the decision taken by the RSC.

If I have reason to believe that a person has a conflict of interest in relation to any matter arising from his or her role or responsibilities in the RSC, I will report my belief and the information on which it is based to the chairperson, and will provide such further information as is requested from me by the chairperson to the best of my abilities. I undertake not to make allegations of conflict of interest except in good faith, and on the basis of a genuine belief that such conflict or conflicts could compromise the transparency, accountability, inclusiveness of or public confidence in the RSC.

If I have any questions or need any assistance understanding or complying with the Conflict of Interest Policy, I will contact the chairperson of the RSC or the RSC Secretariat who will assist me.

I hereby certify that I have received a copy of, and read the RSC Conflict of Interest Policy.

Signed:.....

Date:.....

## **ANNEX 2 – COORDINATION AND COMMUNICATION WITH NATIONAL CCMS**

### **Background**

National allocations (NFM) and regional allocation (catalytic funds) for malaria in the Greater Mekong Subregion were merged into a single multi-country proposal (RAI2-Elimination) for the region in 2018-2020. As a result, the Regional Steering Committee has broadened its mandate to include the whole of the Global Fund malaria investment in the five Mekong countries (Cambodia, Lao PDR, Myanmar, Thailand, and Viet Nam).

The RSC recognizes that it shares a strategic oversight mandate for malaria with the respective national Country Coordinating Mechanisms (CCM) in each of these five countries, which were established as national multi-stakeholder bodies to oversee Global Fund investments nationally.

Ensuring strong country ownership is a core guiding principle of the RSC governance mechanism, and the CCMs form part of the broader stakeholder structure within which the RSC operates. Close coordination, consultation and collaboration with national CCMs (and other national-level stakeholders) are recognized as essential to ensure country ownership and strategic alignment between regional-level and country-level priorities. National CCM representation is built into the membership of the RSC.

As part of its functioning, the RSC is therefore committed to ensuring that the national mandate of CCMs is upheld either through direct leadership of the CCMs or through consultation/involvement of CCMs in various RSC decision-making processes as necessary.

This document constitutes a high-level summary of existing collaboration approaches between CCMs / RSC and may evolve as necessary over time to be fine-tuned, following guidance from the Global Fund Secretariat and feedback from CCMs as appropriate.

Mandate/activity	Regional Steering Committee	National CCMs
<b>1. Defining strategic funding priorities and resource allocation</b>		
<b>1.1 Funding Request</b>	<ul style="list-style-type: none"> <li>• Responsible for overall coordination &amp; submission</li> <li>• Provides high-level regional guidance, ensures regional coherence</li> <li>• Develops regional component directly, in consultation with CCMs</li> <li>• Ensures involvement/consultation with national/regional stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for development of Country Components</li> <li>• Ensures alignment with applicable national guidance / NSP</li> <li>• Ensures involvement/consultation with national stakeholders</li> </ul>
<b>1.2 PR/Co-PR selection</b>	<ul style="list-style-type: none"> <li>• GF decision to appoint UNOPS as a single regional PR</li> <li>• No role in endorsing national co-PRs</li> </ul>	<ul style="list-style-type: none"> <li>• CCMs can propose a national co-PR or Principal Sub-Recipient for country components (confirmed by GF)</li> </ul>
<b>1.3 SR selection</b>	<ul style="list-style-type: none"> <li>• Directly responsible for SR selection for the regional component (confirmed by GF)</li> <li>• Consults with national CCMs on SR selection for the regional component (<i>e.g. CCMs involved as panel members and/or consulted prior to final RSC decision</i>)</li> <li>• No direct role in endorsing country component SRs (<i>but RSC members may be invited to join CCM selection panels</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Directly responsible for SR selection for country components (confirmed by GF)</li> <li>• Provides inputs/feedback to SR selection for regional component</li> </ul>

<b>1.4 Re-allocation of savings, reprogramming, extensions</b>	<ul style="list-style-type: none"> <li>• Can directly approve re-allocation, reprogramming or extension of regional component funds/activities (<i>national CCMs are notified of RSC decision</i>)</li> <li>• Can approve the re-allocation of funds between components/countries, after consultation with CCMs</li> </ul>	<ul style="list-style-type: none"> <li>• Can directly approve re-allocation, reprogramming or extension of country component funds (<i>RSC is notified of CCM decision</i>)</li> </ul>
<b>2. Grant oversight</b>		
<b>2.1 Progress Update reports</b>	<ul style="list-style-type: none"> <li>• Receives all Progress Update reports from regional PR (all countries/components)</li> <li>• Receives PR quarterly update and circulates to CCMs</li> </ul>	<ul style="list-style-type: none"> <li>• Receives Progress Update reports from regional PR / co-PR / PSR (country component &amp; regional component activities implemented at country-level)</li> </ul>
<b>2.2 Oversight activities</b>	<ul style="list-style-type: none"> <li>• Commissions independent assessment of progress through Independent Monitoring Panel (IMP)</li> <li>• Consults closely with CCMs in planning/preparation of IMP activities (<i>CCMs can be invited to participate in RSC/IMP activities</i>)</li> <li>• Shares relevant oversight information, including IMP reports, with CCMs</li> <li>• Flags to CCMs any issues of concern or identified bottlenecks</li> </ul>	<ul style="list-style-type: none"> <li>• Holds national-level oversight activities (e.g. field visits) on a regular basis (<i>RSC can be invited in CCM oversight activities</i>)</li> <li>• Shares oversight plans, reports and recommendations with RSC</li> <li>• Flags to RSC any issues of concern or identified bottlenecks</li> </ul>

# ANNEX 3 – ROLES AND RESPONSIBILITIES OF THE EXECUTIVE COMMITTEE

## Roles and responsibilities of the RSC Executive Committee

RSC Secretariat, 25 April 2018

### *Background*

The Executive Committee of the RSC was established in 2013 with the creation of the RSC itself; it is a standard component of any GF Country Coordination Mechanism (CCM) or Regional Coordination Mechanism (RCM) structure. Until 2018, it was composed of six members (Chair, Vice-Chair, WHO, two country representatives, one CSO representative).

During the review of its Terms of Reference in March 2018, the RSC agreed on the following:

- With the expansion of the RSC's governance mandate in the new RAI2E period, there is a need to strengthen the oversight role of the RSC. It has been suggested that the Executive Committee role will be expanded to act as 'oversight committee' (rather than create a separate group for this purpose);
- As part of its oversight role, the Executive Committee will take specific responsibilities to provide routine oversight for the Independent Monitoring Panel (IMP);
- With this expansion in roles, an increase in membership is warranted;
- To ensure accountability of the RSC and strengthen good governance practice as a whole, it is also recognized that further clarity is required around the decision-making authority and reporting structures of the Executive Committee in relation to the broader RSC.

### *Scope of decision-making authority*

The role of the RSC Executive Committee at the time of its establishment was to *“conduct those tasks specifically assigned to it at a full meeting of the RSC; and make emergency decisions between regularly scheduled meetings of the RSC, when it is not practical or possible to organize a full meeting of the RSC.”* (RSC Terms of Reference, Sept. 2013). This language was modeled after similar language existing across other Global Fund Coordinating Mechanisms, including among CCMs in the region.

In most other CCMs in the region, the language around decision-making authority of the Executive Committees is relatively open. In practice, this can vary between CCMs which have opted to restrict the role of Executive Committee to administrative issues (e.g. Thailand) and those which have delegated a certain authority in practice to make decisions on behalf of the CCM when a convening of the full CCM to consult on the issue is not feasible at short notice (e.g. Myanmar, Cambodia).

As a general approach, the following principles are proposed for the RSC:

- Like other Coordinating Mechanisms, the RSC requires a mechanism to respond to issues brought to its attention at short notice and in-between formal meetings of the RSC;
- A certain level of flexibility is beneficial from the TORs perspective, because there will always be unforeseen circumstances / situations;

- However, transparency in functioning and accountability of the Executive Committee to the broader group is critical. RSC members need to be comfortable with the level of delegation of authority they are giving to the Executive Committee and to be satisfied with the proposed reporting/accountability mechanisms;
- RSC needs to manage the balance of duties in such a way that the Executive Committee does not replace the functions of the broader RSC.

Separately, it is also proposed that RSC Chair hold limited decision-making authority – primarily for administrative purposes. The RSC has agreed on the below broad distinctions of authority between these three entities:

Entity	Authority	Examples
<b>Chair</b>	Decisions of procedural and administrative nature	<ul style="list-style-type: none"> <li>- Referral of issues to Executive Committee or other sub-committees, (or Global Fund) as necessary;</li> <li>- Interpretation of TORs as needed for meeting proceedings and other processes;</li> </ul>
<b>Executive Committee</b>	Routine management of RSC Secretariat and Technical Assistance	<ul style="list-style-type: none"> <li>- Recruitment of new P3 staff for Secretariat</li> <li>- Approval of TORs and recruitment of TA providers</li> </ul>
	Routine management of oversight activities	<ul style="list-style-type: none"> <li>- Recruitment of IMP members</li> <li>- Approve detailed schedule of IMP activities</li> <li>- Review and validate IMP reports &amp; recommendations before distribution to RSC</li> <li>- Approve other oversight activities (ad hoc reviews)</li> </ul>
	Short-term issues requiring a substantive response, without financial implications	<ul style="list-style-type: none"> <li>- Respond to requests for input/feedback from Global Fund or other stakeholders</li> <li>- Respond to short-term bottleneck issues and emergencies</li> </ul>
	<i>On an exceptional basis</i> , minor funding decisions requiring a short-notice response	<ul style="list-style-type: none"> <li>- Costed extension of funding or re-allocation of savings for an existing SR<sup>1</sup> without performance issues (e.g. <i>less than 500k / 1 year</i>)</li> </ul>

#### *‘Oversight committee’ functions*

**A key principle for CCM/RCM oversight is that the focus is at macro-level and this oversight is distinct from the monitoring & evaluation role of the PR.** Rather than monitor detailed implementation of

<sup>1</sup> For regional component, RSC can approve directly and will inform CCMs. For country components, CCMs can approve directly and will inform RSC. (See: *TOR annex on RSC/CCM collaboration*)

activities, CCM/RCMs aim to identify and resolve cross-cutting issues, and issues threatening successful grant performance<sup>2</sup>.

The RSC has acknowledged a need to strengthen its oversight functions in order to appropriately fill its governance role for the RAI2E. Establishing this function also forms part of the RSC's obligations to meet the Global Fund eligibility requirements. Until now, a separate oversight body of the RSC had not been established; the RSC relied on external independent reviews (2015, 2016 and 2017) to gather insights into program progress, as complementary to the regular reporting of the regional PR.

CCMs in the region have either opted between establishing a separate Oversight Committee or expanding the mandate of the Executive Committee to include this function (Myanmar MHSCC 'Executive Working Group'); it is the latter model which is being proposed for the RSC.

Guidance around nomination of Oversight Committee members usually includes a requirement to gather the appropriate technical expertise/understanding. When expertise is not available through CCM members, CCMs can engage external professionals as oversight committee members (who cannot be CCM Members): in the case of RSC, the IMP experts are expected to complement the expertise/knowledge of the Executive Committee, though technical competence could be a useful criterion to guide decisions on the ExComm composition.

Based on examples drawn from CCMs in the region, it was agreed that the scope of responsibilities for the Oversight Committee function of the RSC Executive Committee would include the following (to be conducted in close collaboration with national CCMs as applicable):

- Identify implementation issues, problems and bottlenecks
  - o Gather/analyze program and grant information, at least quarterly
  - o Discuss key issues with the PR, and national CCMs (and Global Fund)
- Formulate recommendations for action or decision by the RSC (or Global Fund);
- Monitor the implementation status of RSC recommendations (or GF management actions);
- Follow up on other action items assigned to it by RSC in-between meetings;
- Proactively identify technical support needs and mobilize the appropriate support;
- Facilitate resolution of issues and bottlenecks.

### *Reporting/accountability*

The RSC ExComm is accountable to the broader RSC for its oversight activities and should report back to the RSC on a regular basis (at least quarterly). Minutes of ExComm meetings or a summary of email deliberations will be circulated by the RSC Secretariat.

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<sup>2</sup> Four key indicators to inform CCM/RCM oversight function (GF CCM guidance) include: 1) **Financing/fund flow**: funds are reaching implementers on time; 2) **Procurement**: key commodities are delivered and available at service delivery points; 3) **Implementation**: key activities have taken place in accordance to planned schedule; 4) **Performance**: short and mid-term targets (PF) are being achieved.

Many of the aforementioned responsibilities are also those of the national CCMs – in conducting its duties the ExComm should seek to support, but not replace, the mandate and functions of the CCMs. With the support of the RSC Secretariat, the ExComm can establish communication channels to the equivalent counterparts in the national CCMs (Oversight Committees, Executive Working Group) – to ensure two-way communications (consultation on key issues <=> feedback on RSC-level discussion and recommendations).

# ANNEX 4 – TERMS OF REFERENCE OF THE INDEPENDENT MONITORING PANEL

## Terms of Reference

### Independent Monitoring Panel (IMP) for the RAI Regional Steering Committee

Terms of Reference, 9 August 2019

#### Background and rationale

The RAI2E focus on elimination requires a united effort with shared visibility over quality of implementation. Sub-national implementation successes and bottlenecks, such as those highlighted by the mid-term review, should be discussed more frequently. They should increasingly be supported by expert evidence gathered from the field, and with a more systematic approach to resolution with visibility to the RSC. The RSC has also note that the increased volume of funds, together with the exceptionalism of *elimination* requires more granular data and attention to sub-national implementation challenges, course correction and resolution.

Taken together these factors indicate the need for an independent monitoring function. It is however, also acknowledged that, given the significant existing burden on national programs, monitoring efforts must as far as possible be integrated and aligned with existing mechanisms, including that led by national CCMs and WHO support.

The 2015 RAI reviews indicated the vital importance of providing a higher level of implementation visibility at sub-national level in the GMS. Whilst the macro-level visibility of the epidemiology has improved with better data sharing, visibility over sub-national implementation and the ability to respond quickly to challenges and escalate issues for immediate attention and resolution, are still lacking.

Routine program implementation/ grant data (e.g. collected through semi-annual PUDRs) are vital, but insufficient; they measure outcomes and/or coverage of services, without the supporting contextual link to implementation quality on the ground. Field level intelligence is required, and this becomes critically important as micro-planning increasingly tailors local implementation to local context. This must not replace or duplicate routine epidemiological data collection or existing programmatic assessments (e.g. LFA programmatic spot-checks), but be more focused on implementation quality and operational support.

#### Scope & objectives

The Independent Monitoring Panel (IMP) supports the RSC in its RAI2E governance mandate by **providing an independent assessment of progress towards the achievement of the RAI2E program goals.**

The IMP will inform the RSC whether the RAI2E implementers are on track to achieve the program's goals and objectives, as well as identify implementation bottlenecks/critical issues and propose remedial actions to ensure that the RAI grant objectives and targets are achieved and impact is maximized.

**Main objectives:**

- Provide evidence-based, qualitative, and independent feedback, both to country leadership and to the RSC as the accountable body regionally, on the quality and effectiveness of RAI2E program implementation;
- Identify critical bottleneck issues affecting the achievement of programmatic (semi-annual/annual) goals;
- Support the RSC governance role by providing strategic analysis and recommendations for remedial actions.

**Key activities:**

- Analyze programmatic update reports from the regional PR;
- Engage with country level Oversight Committees (OC) in the formation of the IMP annual workplan, to ensure priority issues identified by the OCs are addressed as part of both monitoring and bottleneck resolution, again undertaken in partnership with the OCs and CCMs, including the WHO at country level, plus the regional WHO Elimination Hub;
- Analyse the regular UNOPS issues papers and as far as possible utilize existing data sources to reduce any unnecessary transaction and financial costs in terms of field visits and country program logistics support;
- Collect and review other relevant program information as available (e.g. program reviews, survey data, LFA reviews, CCM oversight reports, other);
- Conduct field visits in RAI countries on a regular basis (e.g. bi-annual or as required) to assess program implementation on the ground;
- Where necessary, conduct specific additional in-field reviews using standard, well-tested tools, with the support of additional independent expertise (e.g. data quality, procurement/supply chain, information systems);
- Meet with RAI implementers (PR, co-PRs, SRs / NMCPs) and other stakeholders to collect views / feedback on key issues affecting program implementation;
- Provide operational, problem-solving support and advice to implementers, including identifying concrete solutions for resolution of critical bottlenecks (wherever possible during missions, *in situ*);
- Formulate recommendations for remedial action for RAI implementers, RSC, CCMs, and other stakeholders as relevant, on how to improve program quality and effectiveness;
- Alert the RSC of critical problems that are impeding progress;
- Work with partners to ensure bottlenecks are tracked, and that resolution support filters to field level implementers.

**Membership**

The Independent Monitoring Panel will work under the overall guidance and direction of the RSC, to which it reports. The IMP is an advisory group, and has no decision-making authority. IMP members are selected by the RSC but are expected to be completely independent in the conduct of their duties, and have no conflict of interest (or will clearly state any conflict in order for the RSC or their delegate to

make a determination of their ability to serve). They serve in an individual/personal capacity. The IMP is also chaired independently by a chair selected by the RSC.

The IMP is composed of a core team of three independent experts, including one Chair. The Core Team is appointed for a three-year period, renewable once.

The IMP Chair is a recognized, senior level public health expert, with the following profile:

- Educational background / university degree in medicine, public health, epidemiology or a related field;
- Extensive experience in health policy and global health governance, including in an advisory capacity at senior levels;
- Significant malaria control and elimination knowledge and experience;
- Strong diplomatic, negotiation, advocacy and interpersonal skills;
- Ability to engage with a broad range of stakeholders at senior level (governments, donors, WHO, APLMA, etc.)

The two other core members should have a combination of the below skills/experience:

- Educational background / university degree in medicine, public health, epidemiology or a related field;
- Significant experience in the implementation, monitoring and evaluation of public health programs;
- Extensive experience and operational understanding of malaria control programs, especially at field-level;
- Ability to analyze and understand a broad range of implementation issues (e.g. procurement and supply chain management, reporting/information systems...);
- Ability to compile, consolidate and communicate high-level strategic information to a broad range of stakeholders;
- Proven conceptual, analytical and evaluative skills with the ability to conduct independent research and analysis;
- Experience in countries of the Greater Mekong Subregion (preferred)
- Knowledge of the Global Fund grant management policies / processes (preferred)

While each team member may not possess the full range of competencies, the team as a whole will reflect the broad competencies laid out above. The core team is supported by a team of 2 to 3 specialized consultants with significant on-the-ground experience of malaria programs both outside and within the GMS. Specialized consultants are recruited on an ad hoc basis, and may include persons with specific technical expertise (e.g. data quality/M&E, procurement/supply chain) as required by the IMP.

In selecting the IMP members (core team and specialized consultants), the RSC will ensure adequate representation from within the GMS (or Southeast Asia) region, as well as gender balance.

### **Management structure / functioning**

Under the leadership of the IMP Chair, the IMP will develop an annual workplan of activities for review and approval by the RSC.

The IMP reports on its activities / recommendations to the RSC on a quarterly basis (twice per year at bi-annual RSC meetings, twice per year on a remote basis) on all matters deemed relevant to the RSC mandate. The Global Fund Secretariat receives all IMP reports when they are shared with the RSC. In cases where an urgent intervention of the RSC membership, PR or Global Fund Secretariat is deemed necessary, the IMP may provide an ad hoc report as per the direction of the RSC or their delegate.

Outside of RSC meetings, the RSC Executive Committee will provide general oversight and guidance as necessary to the activities of the IMP. This may include ad hoc IMP activities (e.g. specific reviews) which require approval at short notice.

The IMP Chair is empowered to engage directly across RSC constituents (country government/CCM representatives, donors, etc.), PR and Global Fund senior management, when and as necessary in response to issues identified at field level.

Decisions on actions to be taken based on IMP findings and recommendations will be by RSC membership and/or in compliance with RSC governance arrangements in force, with the involvement of other stakeholders as deemed appropriate by the RSC or their delegate.

The WHO Regional Elimination Hub will be closely consulted in both issue prioritisation, field visit site selection and the development of recommendations. WHO will be closely involved in identification of resolution priorities and issues tracking. WHO will also perform an important knowledge management function, to ensure sharing of best practice and cross program learning.

Core members will conduct field visits twice per year. The country / areas to be visited will be determined by the IMP based on its review of programmatic information and other data, or upon request by the RSC. IMP members and specialized consultants, where needed, will coordinate field visit scheduling / planning closely with the PR, co-PRs and national programs as necessary; but will require the necessary freedom, within security limits, to visit any part of the country to assess malaria program activities on the ground. The RSC Secretariat will work with RSC members, PR/co-PRs and other relevant authorities to ensure the IMP are provided with necessary assistance at country level, in particular access to data, field sites et cetera.

NMCP managers could also request the IMP to undertake particular additional field activities in consultation with the RSC or their delegate. In addition to working with the NMCPs and other implementers, the IMP will liaise as necessary with key technical partners at country level (e.g. WHO Country Offices). Potentially, malaria program staff with appropriate experience from one country could be invited to join IMP activities in other countries in conjunction with one external team member; this would help build regional capacity including for potential cross-country peer assessments.

At each country visit, the IMP will provide feedback & recommendations to concerned country implementers, including at subnational (eg. provincial) levels on issues relevant to them, as well as a general debrief to other national stakeholders (e.g. CCMs).

The RSC Secretariat (located within WHO Cambodia) serves as a hosting mechanism for the IMP. The Secretariat will execute the decisions of the RSC regarding the recruitment/selection of IMP experts, and will provide ongoing administrative, logistical and planning support. The RSC Secretariat can also serve as a focal point for the collection of essential programmatic reports (PUDRs from PR, etc.), though the IMP may collect additional data independently as it sees fit. The RSC may choose to delegate routine decision-making relating to the IMP to a committee of the RSC in line with governance procedures in force from time to time.

The planned prospective evaluations, led by the GF in Cambodia and Myanmar will also be as far as possible integrated, to ensure common data collection and mission planning, with a view to minimizing the burden on national programs.

### Estimated LOE (core members)

Activity	Timeframe	# of days (per year): IMP Chair	# of days (per year): Core members 2 & 3
Preparation & attendance to RSC meetings	Bi-annual (Q2 and Q4)	15	15
In-country missions / meetings with stakeholders	Bi-annual (TBD, based on workplan)	30	30
Report review / data collection	Continuous	30	30
Representation / attendance to other meetings	Continuous	15	-
<b>Total per year</b>		<b>90</b>	<b>75</b>

### Sample workplan

Activity	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Field visit 1												
Debrief at RSC meeting												
Review PR reports and other available data												
Interim / quarterly report												
Follow-on ad hoc expert mission?												
Field visit 2												
Debrief at RSC meeting												
Review PR reports and other available data												
Interim / quarterly report												

### Harmonization / complementarity

The IMP seeks to complement, rather than duplicate, existing monitoring and evaluation efforts across the GMS malaria programs. In planning its activities, the IMP will make all necessary efforts to build upon existing M&E mechanisms and other partner initiatives.

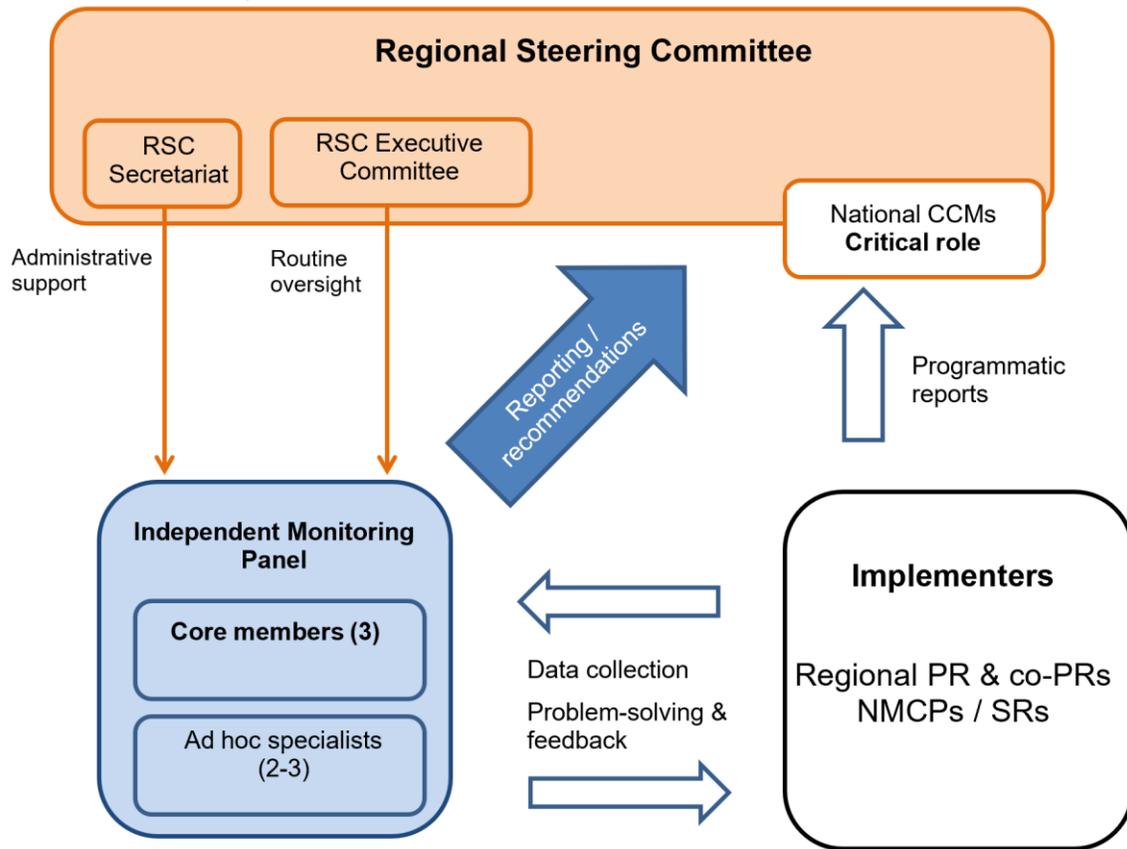
The IMP does not hold a specific mandate to assess progress of the region against its broader malaria elimination goals; other partners share this mandate (e.g. WHO, APLMA) and will hold regular

convenings where progress is discussed (which the IMP Chair and RSC Chair could attend). The RSC itself is comprised of a membership each of whom have the ability to support the resolution of identify bottlenecks in different ways. The responsibility to understand, record and resolve key bottlenecks will sit with the RSC membership. The Secretariat will actively support the RSC to track and monitor the resolution of specific issues, whilst also tracking broader implications where specific issues are symptomatic of broader systemic issues. The IMP will have an important role in noting progress and excellence, encouraging relevant donors and organisations to share cross learning and support such cross learning activities.

The work of the IMP supports the oversight role of the RSC, in the absence of a specific “oversight committee” usually established per GF CCM policy. Such oversight committees exist already at national level (CCMs) and the IMP will need to plan and coordinate its activities in such a way that does not duplicate this work, acknowledging that the RSC and CCMs’ mandate are mutually supportive. For example, IMP members could be invited to participate in a CCM oversight visit rather than organize a separate field visit in a given country and vice versa, CCM OC members could participate in IMP field visits.

The IMP should also build upon the existing M&E functions of the regional PR, Local Fund Agent, as well as the Global Fund TERG Prospective Country Evaluations (Cambodia and Myanmar).

Process flowchart



## **ANNEX 5 – RSC SECRETARIAT STAFF TERMS OF REFERENCE**

### **Terms of Reference: Executive Secretary (WHO, P.4)**

#### **Purpose of the post:**

The Executive Secretary is responsible for the overall operational management and coordination of the RAI2E Regional Steering Committee (RSC), and supports the RSC in fulfilling its mandate through strategic engagement with RSC constituents and other stakeholders.

#### **Background / organization context:**

In 2013, the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) allocated USD\$100 million for a regional malaria grant to tackle artemisinin resistance in the Greater Mekong Subregion (GMS) through the Regional Artemisinin-resistance Initiative (RAI), supporting national malaria programs in 5 countries: Cambodia, Lao PDR, Myanmar, Thailand and Viet Nam. The grant supported the 2014-2017 implementation period. In mid-2017, a new Funding Request was approved for a follow-on regional grant of USD\$ 242 million for the period 2018-2020.

The RAI Regional Steering Committee (RSC) was established in late 2013 as the oversight mechanism for the Global Fund RAI grant, following the CCM model of the Global Fund. The RSC was given the mandate to: steer the Global Fund grant emergency response; take collective responsibility for strategic direction; and allocating and reallocating Global Fund resources as needed. The RAI RSC Terms of Reference make provisions for a Secretariat which was established in September 2014 under a hosting agreement with the World Health Organization.

WHO will continue to host the Secretariat for the RSC in the WHO offices in Cambodia for the 2018-2020 period, with dedicated administrative capacity (one position) and operational funding supported under the Global Fund CCM funding policy.

The RSC Secretariat is composed of three staff (Executive Secretary, Strategic Information Officer, and Administrative Assistant), and works under the overall guidance of the RSC, in regular consultation with its members. The RSC Secretariat also coordinates closely with the national Country Coordination Mechanisms (CCMs) and their respective Secretariats in each RAI country.

Under the hosting agreement with WHO, the Executive Secretary functions under the administrative guidance of the WHO Representative and under the direct supervision of the RSC Chair and Executive Committee. He/she will also have close working relationships with the relevant administrative and technical staff in the WHO Regional and Country Offices.

## **Summary of assigned duties:**

### **1. Organization and functioning of the Regional Steering Committee**

#### **1.1. RSC meetings**

- Prepare for, develop and disseminate the draft meeting agenda in consultation with RSC and other partners, including coordination of relevant inputs to key RSC decision points, liaising with meeting presenters, and contracting of external facilitation support (if required);
- Oversee all administrative and logistical arrangements for RSC meetings, including dissemination of invitations, contracting of meeting venue, support to travel of participants and coordination with local partners / authorities where required;
- Ensure dissemination of meeting minutes and key decision points to RSC members, national CCMs and other stakeholders in a timely manner.

#### **1.2. Functioning of RSC and good governance**

- Ensure all RSC proceedings follow applicable guidelines (e.g. RSC Terms of Reference, RSC Conflict of Interest Policy, GF CCM Guidelines) and uphold standards of good governance practice, including: decision points / quorum, nomination/election of members, Chair and Vice-Chair, management of conflict of interest;
- Support the RSC Chair and Executive Committee, and individual members to ensure adherence to the RSC TORs and other policies as applicable;
- Provide support to the RSC in the routine review of RSC Terms of Reference and submit any required changes to the RSC for approval;
- Provide support to individual RSC constituencies for nomination or election of members (e.g. Development Partners, Civil Society);
- Support the execution of decisions of the RSC regarding recruitment of technical assistance (including recruitment/selection of consultants, requests for funding support);
- Facilitate and support activities of the RSC Chair and Executive Committee as required outside of RSC meetings;
- Oversee and manage the RSC operational budget (CCM funding), in compliance with applicable financial policies of Global Fund and WHO;
- Ensure appropriate custody of all RSC documents in accordance with applicable policies of Global Fund and WHO;
- As direct supervisor, oversee the performance of RSC Secretariat staff to ensure efficient and timely delivery of Secretariat support activities.

#### **1.3. Oversight activities, Independent Monitoring Panel and RSC sub-committees**

- Support the execution of decisions of the RSC regarding selection/recruitment of Independent Monitoring Panel (IMP) and other independent experts as necessary to support the RSC oversight role;
- Coordinate all IMP activities based on an annual workplan and budget, and ensure dissemination of IMP reports (and other relevant information) in a timely manner to the RSC and concerned stakeholders in accordance with agreed feedback protocols;

- Ensure technical and financial grant reports from the PR (and SRs where necessary) are disseminated to the RSC in a timely manner;
- Support the RSC and IMP to identify and fulfill strategic information requirements as needed to enable the RSC oversight role;
- Liaise as necessary with PR, SRs, national CCMs and other partners to obtain support for oversight activities including providing technical expertise as necessary;
- Facilitate other RSC oversight activities (Oversight Committee meetings, oversight visits, ad hoc reviews, etc.);
- Support the execution of RSC decisions regarding the constitution of working groups on various themes as necessary to inform RSC meeting deliberations;
- Record, monitor and support implementation of RSC decisions and recommendations.

#### **1.4. Funding Request development & funding allocation**

- Oversee and coordinate, in close collaboration with national CCMs and other stakeholders, the development of Funding Requests for the Global Fund, in accordance the procedures and timelines agreed by the RSC and under the overall guidance of the GF Secretariat;
- Ensure that Funding Request document drafts are disseminated in a timely manner to the RSC, national CCMs and other stakeholders as necessary for inputs and/or endorsement;
- Oversee and coordinate the process for RSC selection of Sub-recipients (Calls for proposals, etc.) and provide guidance/support to national CCMs' selection of Sub-recipients where needed;
- As necessary, coordinate inputs/endorsements from CCMs and RSC on funding re-allocation (e.g. reprogramming of savings).

## **2. Communication, constituency engagement and strategic partnerships**

### **2.1 Relationship with CCMs and other constituents**

- Ensure regular and timely information exchange with the national CCMs of the five RAI countries, as relevant to their country;
- Ensure and support representation of CCMs at RSC meetings and within sub-committees and working groups as relevant;
- Oversee and facilitate nomination and/or election processes for RSC constituents (e.g. development partners, civil society);
- Through engagement with CCMs and other constituents at regional and country level, ensure a broadly shared understanding of the RSC mandate, functioning, key strategic positions and decisions.

### **2.2 Strategic partnerships & harmonization**

- Support the RSC to identify needs and opportunities for RSC engagement with governments/CCMs, partners and stakeholders within and outside the region, and facilitate such engagement through direct representation (e.g. attendance to partner meetings), partnership-building, and coordination;

- Support information-sharing and dissemination of relevant technical guidance / strategic documents in close collaboration with WHO Regional Offices, Regional Hub and Country Offices;
- Support regional-level and country-level harmonization and alignment efforts through engagement with non-GF donors as relevant (e.g. ADB, Gates Foundation, PMI/USAID, etc.);
- Identify opportunities for alignment of RSC mandate/activities with other partners (WHO, APLMA/malaria week, etc.) and facilitate joint planning / organization of a coordinated agenda of activities.

### **2.3 Communications & media**

- Oversee the RSC Secretariat communication processes within and outside the Global Fund architecture in region (including content of public RSC website);
- Upon recommendation by the RSC, relay relevant information and decisions in a timely manner to key stakeholders that would have a region-wide or global interest;
- Identify and respond to opportunities for information dissemination with a view to increasing awareness of RAI / RSC activities (within the broader context of the GMS elimination agenda) among stakeholders and in the general public, including through the media;
- Support the RSC to align with and contribute to other partner advocacy & communication efforts surrounding the regional malaria elimination agenda (e.g. WHO, APLMA).

In addition to the above, the Executive Secretary shall carry out other functions as specified in the RSC ToRs and/or as determined by the RSC and the Executive Committee.

### **Required qualifications and Experience:**

- Required: Master's degree in health, management, social/political sciences, international relations or other related field;
- Required: At least seven years of relevant work experience at national and international level, including:
  - at least two years in a project management position with supervision of staff
  - at least five years in health and/or development programs
- Desirable: Experience with process management, stakeholder management & governance, networking and organization of policy-level meetings, preferably in the health sector;
- Desirable: Knowledge and experience with the Global Fund policies and processes surrounding CCM governance and oversight/management of grants.

### **Key skills:**

- Ability to communicate and interact with high-level officials from a broad range of stakeholders including the government, donors, NGOs and the private sector.
- High degree of organization, professional autonomy, self-motivation and initiative
- Ability to supervise and train others including staff and organizational stakeholders
- Exceptional communication, writing and editing abilities

- Fluency in oral and written English
- Computer skills (Word, Excel, E-mail and Internet)

### **Terms of Reference: Strategic Information Officer (WHO, P.3)**

#### **Purpose of the post:**

The Strategic Information Officer supports the overall operational management and coordination of the RAI2E Regional Steering Committee (RSC), with a particular focus on the coordination of RSC oversight and communication activities.

#### **Background / organization context:**

In 2013, the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) allocated USD\$100 million for a regional malaria grant to tackle artemisinin resistance in the Greater Mekong Subregion (GMS) through the Regional Artemisinin-resistance Initiative (RAI), supporting national malaria programs in 5 countries: Cambodia, Lao PDR, Myanmar, Thailand and Viet Nam. The grant supported the 2014-2017 implementation period. In mid-2017, a new Funding Request was approved for a follow-on regional grant of USD\$ 242 million for the period 2018-2020.

The RAI Regional Steering Committee (RSC) was established in late 2013 as the oversight mechanism for the Global Fund RAI grant, following the CCM model of the Global Fund. The RSC was given the mandate to: steer the Global Fund grant emergency response; take collective responsibility for strategic direction; and allocating and reallocating Global Fund resources as needed. The RAI RSC Terms of Reference make provisions for a Secretariat which was established in September 2014 under a hosting agreement with the World Health Organization.

WHO will continue to host the Secretariat for the RSC in the WHO offices in Cambodia for the 2018-2020 period, with dedicated administrative capacity (one position) and operational funding supported under the Global Fund CCM funding policy.

The RSC Secretariat is composed of three staff (Executive Secretary, Strategic Information Officer, and Administrative Assistant), and works under the overall guidance of the RSC, in regular consultation with its members. The RSC Secretariat also coordinates closely with the national Country Coordination Mechanisms (CCMs) and their respective Secretariats in each RAI country.

The Strategic Information Officer works under the direct supervision of the Executive Secretary, and under the overall guidance of the RSC Chair and Executive Committee.

## **Summary of assigned duties:**

### **3. Organization and functioning of the Regional Steering Committee**

#### **1.5. RSC meetings**

- Support the development and dissemination of the draft meeting agenda in consultation with RSC and other partners, including coordination of relevant inputs to key RSC decision points, liaising with meeting presenters, and contracting of external facilitation support (if required);
- Coordinate all administrative and logistical arrangements for RSC meetings, including dissemination of invitations, contracting of meeting venue, support to travel of participants and coordination with local partners / authorities where required;
- Draft, revise and disseminate meeting minutes and key decision points to RSC members, national CCMs and other stakeholders in a timely manner.

#### **1.6. Functioning of RSC and good governance**

- Support Executive Secretary to ensure all RSC proceedings follow applicable guidelines (e.g. RSC Terms of Reference, RSC Conflict of Interest Policy, GF CCM Guidelines) and uphold standards of good governance practice, including: decision points / quorum, nomination/election of members, Chair and Vice-Chair, management of conflict of interest;
- Support the RSC Chair and Executive Committee, and individual members to ensure adherence to the RSC TORs and other policies as applicable;
- Provide support to the RSC in the routine review of RSC Terms of Reference and submit any required changes to the RSC for approval;
- Provide support to individual RSC constituencies for nomination or election of members (e.g. Development Partners, Civil Society);
- Record all conflict of interest matters in compliance with RSC COI policy (declaration of COI forms, etc.);
- Support the execution of decisions of the RSC regarding recruitment of technical assistance (including recruitment/selection of consultants, requests for funding support);
- Facilitate and support activities of the RSC Chair and Executive Committee as required outside of RSC meetings;
- Support the Executive Secretary to oversee and manage the RSC operational budget (CCM funding), including planning, submission and reporting on the activity budget to the RSC, WHO & Global Fund, in compliance with applicable financial policies of Global Fund and WHO;
- Maintain custody of all RSC documents, including governance documents and policies, proposals/concept notes, grant performance and RSC oversight reports, RSC and Working Group minutes, key communications/correspondence with the GF Secretariat, financial reports, etc.

### **1.7. Oversight activities and RSC sub-committees**

- Support the execution of decisions of the RSC regarding selection/recruitment of Independent Monitoring Panel (IMP) and other independent experts as necessary to support the RSC oversight role;
- Acting as main Secretariat focal point for the Independent Monitoring Panel, provide administrative support for all IMP activities based on an annual workplan and budget, including scheduling/planning and making necessary logistical arrangements;
- Support collection and consolidation of programmatic information, including preparation of presentations / summary reports as necessary;
- Support dissemination of IMP reports (and other relevant information) in a timely manner to the RSC and concerned stakeholders in accordance with agreed feedback protocols;
- Ensure technical and financial grant reports from the PR (and SRs where necessary) are disseminated to the RSC in a timely manner;
- Consolidate, compile and support the analysis of relevant grant-related information in collaboration with PR/SRs for circulation to the IMP, RSC and other stakeholders as necessary;
- Support the RSC and IMP to identify and fulfill strategic information requirements as needed to enable the RSC oversight role;
- Coordinate and provide logistical / administrative support for other RSC oversight activities (Oversight Committee meetings, oversight visits, ad hoc reviews, etc.);
- Support the execution of RSC decisions regarding the constitution of working groups on various themes as necessary to inform RSC meeting deliberations;
- Record, monitor and support implementation of RSC decisions and recommendations.

### **1.8. Funding Request development & funding allocation**

- Support the Executive Secretary in the coordination of the development of Funding Requests for the Global Fund, in accordance the procedures and timelines agreed by the RSC and under the overall guidance of the GF Secretariat;
- Support the Executive Secretary to ensure that Funding Request document drafts are disseminated in a timely manner to the RSC, national CCMs and other stakeholders as necessary for inputs and/or endorsement;
- Support the process for RSC selection of Sub-recipients (Calls for proposals, etc.) and provide guidance/support to national CCMs' selection of Sub-recipients where needed;
- As necessary, coordinate inputs/endorsements from CCMs and RSC on funding re-allocation (e.g. reprogramming of savings).

#### 4. Communication and media

- Ensure regular and timely dissemination of RAI/RSC-related information to the national CCMs of the five RAI countries, as relevant to their country;
- Collect, compile/consolidate and disseminate information from national CCMs to RSC on activities (e.g. oversight) or decisions as relevant to the RAI;
- Support Executive Secretary for information-sharing and dissemination of relevant technical guidance / strategic documents in close collaboration with WHO Regional Offices, Regional Hub and Country Offices;
- Support all RSC Secretariat communication processes within and outside the Global Fund architecture in region, including:
  - o Developing and updating RAI/RSC website content;
  - o Providing information/reports, meeting presentations, briefings on RSC to external partners;
  - o Drafting news releases, talking points, speeches for RSC Chair or other members;
- Upon recommendation by the RSC, relay relevant information and decisions in a timely manner to key stakeholders that would have a region-wide or global interest;
- Identify and respond to opportunities for information dissemination with a view to increasing awareness of RAI / RSC activities (within the broader context of the GMS elimination agenda) among stakeholders and in the general public;
- Identify and respond to opportunities for positive media exposure, and respond to inquiries from the media or other external parties;
- Support RSC to align with and contribute to other partner advocacy & communication efforts (e.g. WHO, APLMA) surrounding the regional elimination agenda.

In addition to the above, the Strategic Information Officer shall carry out other functions as specified in the RSC ToRs and/or as determined by the RSC, RSC Executive Secretary and the Executive Committee.

#### Required qualifications and Experience:

- Required: A university degree in public health, statistics, social sciences, communications, or another related field;
- Required: At least five years of relevant work experience at national and international level, preferably including monitoring & evaluation work in the context of health
- Desirable: Communications, advocacy and/or media-related experience.
- Desirable: Experience supporting high-level governance bodies (e.g. Board) and processes
- Desirable: Knowledge and experience with the Global Fund policies (e.g. CCM/governance, M&E).

#### Key skills:

- Ability to compile and communicate strategic programmatic data and information
- Excellent analytical and communication capabilities

- High degree of organization, professional autonomy, and coordination skills
- Fluency in oral and written English
- Excellent computer skills (Word, Excel, PowerPoint and other tools)