



## **Roll Back Malaria Partnership**

### **Procurement and Supply Chain Working Group (PSM WG) TOR**

**Revised Terms of Reference based on**

**(1) review of Accountability Framework and  
cross-comparison of TORs and best practices of other organizations**

**(2) inputs from PSM WG members**

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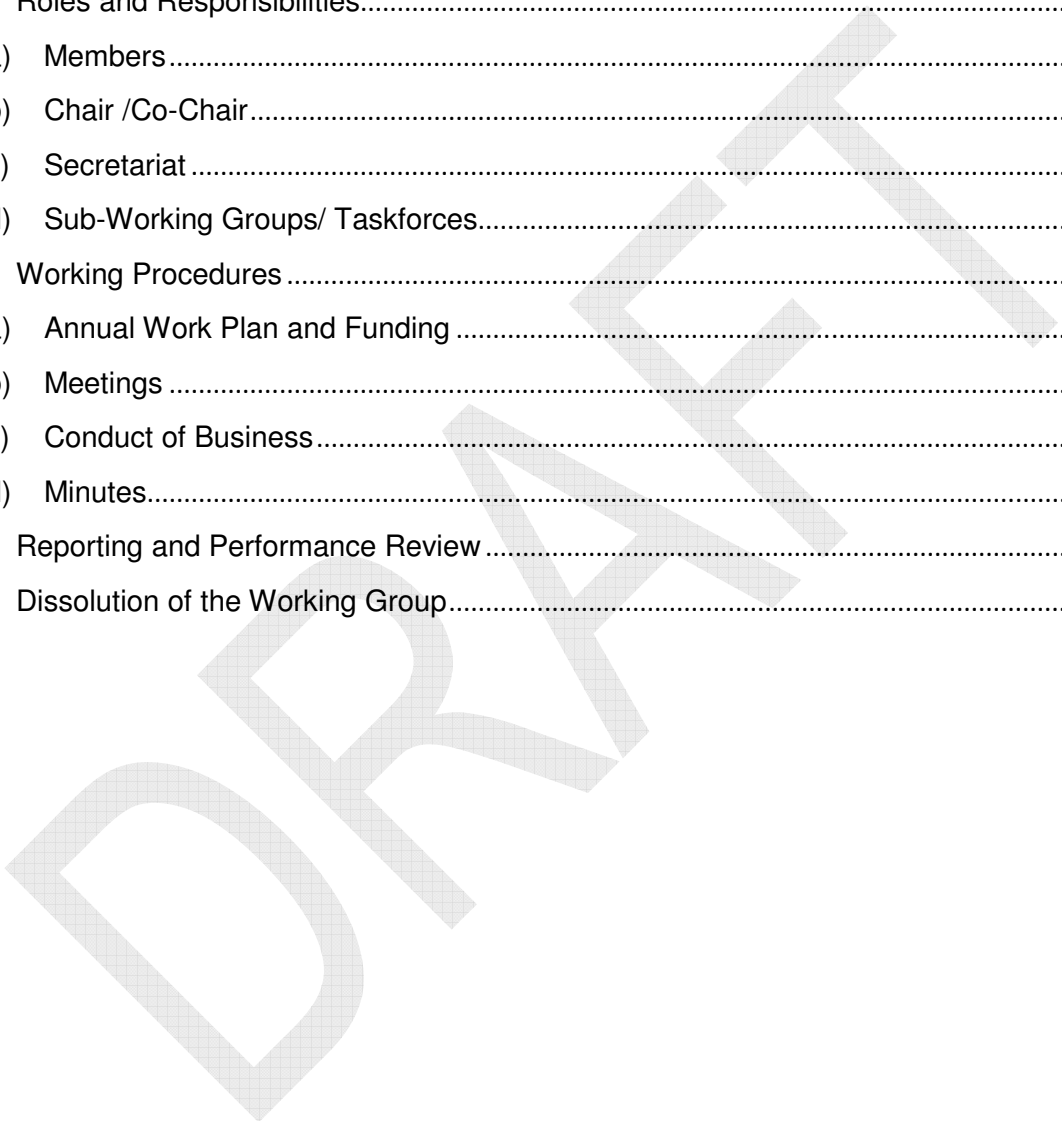
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### I. Purpose/ Rationale

In accordance with the Operating Framework of the Roll Back Malaria (RBM) Partnership, the Procurement and Supply Management Working Group (PSMWG) has been established by the Board in April 2007 to convene and coordinate partners to address Procurement and Supply Chain issues related to malaria control. The Working Group is guided by the overall commitment of the RBM partners to:

- (i) the Global Malaria Action Plan
- (ii) partnership and capacity building
- (iii) harmonization, accountability and transparency in scaling-up actions; and
- (iv) bridging the gaps between technical and programmatic support needs at country level.

The RBM Global strategic plan<sup>1</sup> has set ambitious targets. By 2010, particularly in the lowest two economic quintiles:

- 80% of people at risk from malaria are protected, thanks to locally appropriate vector control methods such as insecticide-treated nets (ITNs), where appropriate, indoor residual spraying (IRS) and, in some settings, other environmental and biological measures;
- 80% of malaria patients are diagnosed and treated with effective antimalarial medicines, e.g. artemisinin-based combination therapy (ACT) within one day of the onset of illness;
- in areas where transmission is stable, 80% of pregnant women receive intermittent preventive treatment (IPT);
- malaria burden is reduced by 50% compared with 2000.

By 2015,

- morbidity and mortality are reduced by 75% in comparison with 2005;
- malaria-related MDGs are achieved, not only by national aggregate but particularly among the lowest socio-economic quintiles;
- there is universal and equitable coverage with effective interventions.

It is recognized that in order to achieve these targets there has to be a period of rapid scale-up of malaria interventions to demonstrate impact and reach the global targets. Fortunately, there have been large increases in resources available for malaria programming through the Global Fund, World Bank, U.S., President's Malaria Initiative (PMI), UNITAID and others. Significant resources are now available for the procurement of malaria medicines, RDTs, LLINs, and other malaria commodities, with potential for significant impact on maternal and child health and survival. Increasing resources are also flowing through WB, PMI and others, although the total annual funding available continues to fall short of the estimated total required for effective malaria control of US\$ 6 billion. The efficient use of these resources and allocation to PSM functions will be a point of attention for the PSMWG.

The implementation of activities to meet the goals of the RBM partnership requires that a number of challenges related to procurement and supply management be overcome at all levels. These challenges include production scale up in an environment of uncertain demand and funding, inadequate forecasting, and weak capacity at country level of procurement and supply chain management. Overcoming these challenges require a coordinated effort by partners and countries which the PSMWG will support.

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<sup>1</sup> Roll Back Malaria Partnership (2005). Global Strategic Plan 2005-2015

## **II. Functions of the Working Group**

In November 2006 the RBM Partnership Board created the PSMWG as an implementation support working group. The PSMWG is mandated by the RBM partnership board to coordinate RBM Partners in their efforts to support the implementation of PSM activities in country operational plans. The PSMWG is accountable for reporting to the RBM Board on progress in PSM implementation support. PSM activities will be implemented by National Malaria Control Programmes, national structures responsible for PSM and their partners. If requested by the competent SRN the PSMWG will coordinate the response to all requests from countries for PSM implementation support. Because 90% of the burden of disease is located in Africa, the priority focus is Africa; however, due attention will be given to issues from other regions when merited.

For the purposes of the Working Group, PSM is defined broadly to allow consideration of all issues critical to:

- Procurement: forecasting, quantification, product specifications, tender management and good procurement practice
- Distribution; storage and delivery
- Availability: including supply of API's
- Local production: quality assurance
- Monitoring and evaluation

The PSMWG will coordinate the implementation support in the following five critical PSM thematic issues/needs. This list may change over time depending on the needs identified by partners.

### **1. Coordinate PSM Technical Assistance to Countries**

PSM bottlenecks have proved to be major implementation constraints in malaria endemic countries. PSMWG activities for the technical assistance to countries therefore are to:

- Coordinate with the Subregional RBM Networks to identify technical assistance and resources to solve major PSM related constraints when identified.
- Maintain rosters of qualified consultants and partner staff that can be drawn from as needed.
- Coordinate with partners that have technical assistance resources that can be deployed in these countries.
- Establish links with other programs (HIV/AIDS and tuberculosis notably) that have adopted similar approach and already developed PSM training programs and PSM consultants' rosters. Anticipate PSM-related issues that the PSMWG can assist to resolve and include ACT stock out issues; procurement bottlenecks; inventory management at facility or district level; and distribution plans.

### **2. Coordinate Global Forecasting and Facilitate Country Quantification of Commodities**

The forecasting and quantification of malaria commodities represent an on-going challenge for the malaria community requiring global coordination and harmonization of methodology in order to ensure production planning, avoid shortages, estimate country needs, and conduct gap analysis. PSMWG activities for forecasting and quantification of commodities therefore are to:

- Take stock of the current status of forecasting and quantification for the major commodity groups.
- Identify partner roles and responsibilities, and best practices in forecasting and quantification methodology.
- Propose procedures and mechanisms to improve information sharing in this area.

**3. Ensure resolution of Quality Assurance (QA) /Quality Control (QC) Issues Related to Product Selection and Supply Chain Management**

QA/QC issues related to product selection and in-country supply chain management for all malaria commodity categories (insecticides, LLIN's, antimalarial drugs, and rapid diagnostic tests) pose serious challenges to PSM managers in malaria endemic countries. Donors often have different and conflicting standards for QA/QC that pose challenges for country managers and information on product quality and standards is often difficult to obtain. PSMWG activities on QA and QC issues therefore are to:

- Address the above issues from a procurement, product selection, and supply chain management perspective in line with national policies
- Identifying conflicting policies, sharing technical resources, and alerting partners, including national regulatory authorities, on relevant QA/QC issues.

**4. Ensure the production, updating and dissemination of Tools, Best Practices, Information**

PSMWG activities on tools, best practices and information are to:

- Disseminating tools, information and best practices related to PSM issues to all partners.
- Review existing materials, identify gaps in technical knowledge and ensure production, and updating of tools, best practices and information as needed.
- Look towards partnership and information sharing with other disease categories such as HIV/AIDS and TB when appropriate, recognizing that in-country supply chains are integrated across health product categories, this task will also.

**5. Advocate for, and facilitate resource mobilization for global and in-country PSM operations**

PSMWG activities on advocacy for resource mobilization for in-country PSM operations are to:

- Collect information on resources dedicated to PSM operations
- Evaluate gaps and develop advocacy for proper resourcing of in-country management and distribution systems.
- Coordination of PSM messaging and funding needs with RBM Working Groups such as the Malaria Advocacy Working Group
- In conducting these activities, appropriate consideration to confidentiality will be given as needed.

**6. Evaluate the role of the RBM Secretariat in PSM.** Recommend Secretariat functions and structure to the RBM Board, relating to PSM In conducting these activities, appropriate consideration to confidentiality and conflict of interest will be given as needed.

**III. Roles and Responsibilities**

**a) Members**

The PSMWG membership will be drawn from all RBM Membership Constituencies and will represent a broad range of disciplines relevant to the functions of the working groups. The PSMWG is a willing assembly of RBM Partners; as such, membership is open to all interested institutional partners. Each member is expected to adhere to the RBM partnership's Conflict of Interest policy.

Each member organization will be represented by one focal point. On exceptional base, to be decided by the co chairs, the focal point can have one alternate.

**Member status**

Every interested individual can become a member of the PSMWG if s/he meets the following criteria:

- Expertise and experience in relevant field of PSMWG
- Appropriate level of seniority and credibility
- Ability to fund their own participation/ attendance at WG meetings, unless they qualify for financial support for participation via the RBM Partnership Secretariat or other RBM partners

The group of members should ideally meet the following criteria:

- Balanced geographic representation
- Balanced representation of constituencies (from endemic countries, industry and partner institutions)
- Representation of key organizations/institutions relevant for functions of PSMWG

Membership is open to all partners meeting the membership criteria determined by the (co-) chairs. The PSMWG chairs should actively approach and encourage individuals/organizations to join the PSMWG to mirror the ideal composition.

Roles and responsibilities of members include:

- Participation in each ordinary PSMWG meeting (or determine alternate if participation not possible)
- Participation in at least 80% of conference calls
- Active participation in the implementation of the PSMWG work plan
- The role is a voluntary role - there is no payment for participating
- The names and responsibilities of each member will be shared on a list presented on the RBM Secretariat web site.

A member will maintain its status until

- S/he resigns
- S/he is unable to perform the agreed upon responsibilities as defined above and agreed upon tasks

**b) Chair /Co-Chair**

Election process:

- Two co-chairs are elected by the PSMWG members. Co-chairs are elected for a period of two years term with potential renewal.
- In order to support continuity, the procedures will be organized such, that the co chairs will not be re-elected during the same PSMWG meeting
- The election procedure shall be transparent and open to all core members of the PSMWG with one vote per member/organization.
- The Secretariat shall send out notifications one month prior to the election, soliciting nominations. Each member has the right to nominate one person or self-nominate.
- Two weeks prior to the election, the Secretariat shall obtain a confirmation from the nominees that they are interested and willing to run for election.
- Prior to the co-chair's endorsement by the Board, the Secretariat shall obtain an explicit assurance from their employer agreeing to the additional travel and workload related to assuming the role as chair of a RBM Working Group.

- The election should be carried out through a secret ballot and shall take place during one of the PSMWG meetings.
- The (co-) chairs are endorsed by the RBM Board at the mid-year Board meeting.

Roles and responsibilities include:

- Preparation and chairing of PSMWG meetings
- Preparation of annual work plan and budget in collaboration with and supported by the RBM Secretariat (see below)
- Coordination and review of regular progress reports to RBM Secretariat and Executive Committee (see below)
- Review of meeting minutes

### c) Secretariat

The PSMWG is supported by a Secretariat that could either be from the RBM Secretariat or a partner organization.

- Option 1: The RBM Secretariat designates one full-time staff to act as Secretariat for WG [recommended].
- Option 2: Where WG specific Secretariat already is functional, it could continue its work. \*)

Roles and responsibilities of the Secretariat include:

- Coordination and organization of PSMWG meetings in collaboration with (Co-) chair
- Provision of facilities for meetings (rooms, conference call facilities etc.)
- Preparation and dissemination of meeting minutes
- Preparation of monthly progress reports to RBM Secretariat and Executive Committee (see below)
- Maintenance of PSMWG homepage, at least update membership list and upload meetings minutes and progress reports.
- Other supporting functions as appropriate

### d) Workstreams and Taskforces

Subsets of members may be established as time-limited Taskforces or longer-term workstreams to work on specific issues of PSMWG work plan. Responsibilities are dependent on the tasks of the workstream or taskforce. (Co-) chairs propose the creation of Workstreams/Taskforces and the Executive Committee endorses the Workstream/Taskforce at its monthly meeting. All Workstreams/Taskforces must have a focal point who is a member of the PSMWG, but they, especially the task forces, are expected to recruit members from outside the PSMWG.

## IV. Working Procedures

### a) Annual Work Plan and Funding

Planning:

- The RBM Secretariat supports the development of the annual work plan and budget to ensure consistency across Working Groups.

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\*) This is not the case for the PSMWG

- Annual work plans must be follow the SMART objectives:
  - S – specific
  - M – measurable
  - A – accountable
  - R – realistic
  - T – time related
- Facilitated by the Secretariat, the (co-) Chairs will lead the process to develop a biennium PSMWG work plan and budget, guided by the GMAP strategic implementation plan commissioned by the RBM Board.
- A distinction is made between the first and second year work plan and budget. The first year work plan and budget is expected to match the funds identified and needed to execute the work identified. .
- The biennial work plans and budgets are approved in November by the Board and are subsequently implemented by the PSMWG.

**Preparation:**

- Action items must be matched with budget line items to clearly link the activities of the work plan with funds.
- Annual work plans must also specify any additional funding raised aside of the Secretariat funding and clearly assign this funding to specific tasks.
- Dependencies between action items must be recognized and activities need to be prioritized.
- Work plans highlight the necessary interaction with other RBM Partnership bodies (e.g. other Working Groups, Sub-Regional Networks, and individual Partners).
- The work plan and budget must be ready 40 days prior to the end year Board meeting for the RBM Secretariat to compile a partnership work plan that will be reviewed by the Executive Committee.
- The Executive Committee can suggest changes in the work plan if required by the financial situation or to better reflect RBM priorities.

**Resource Mobilization:**

- Partial funding for activities will be provided by the Secretariat. Additional resources, when needed, will be sought from partners.
- The PSMWG shall seek in-kind operational and administrative support from its membership, and shall decide how best to use such support.

**b) Meetings**

**Convocation of meetings**

- Programmatic Meetings: The PSMWG Chairperson will call the PSMWG meetings supported by the PSMWG Secretariat in line with the programme of work, and following informal consultation with the RBM Secretariat and other PSMWG members on the suitability of proposed meeting dates.
- Ad Hoc Meetings: Meetings on issues requiring the urgent review of the PSMWG will be organized on an ad hoc basis if called for by the Partnership Board or Secretariat.

**Types of Meetings**

In the interest of efficient use of time and limiting costs associated with meetings, the PSMWG will complement face-to-face meetings as held at a host partner's site with virtual meetings (i.e.

teleconferences and videoconferences) of the PSMWG as a whole or its Sub-Working Group(s) as necessary.

**Frequency of Meetings**

- Ordinary Meetings: A number of ordinary meetings would be organized and held at a host partner's site per annum. The PSMWG will meet approximately 1-2 times per year initially, later less frequently.
- Ad Hoc Meetings: Such meetings will be organized as stated above (see Convocation of Meetings). Workstreams/Taskforces may meet on an ad-hoc basis.

**c) Conduct of Business**

The quorum of the PSMWG for adopting recommendations will be 80% of the core members. Observers have no voting power. If a consensus cannot be established on an important issue, that must be reflected in the report.

**d) Minutes**

The PSMWG Secretariat will draft the minutes on the proceedings of the PSMWG meetings, including those of Sub-Working Groups. The Chairperson, and other selected members depending on the subject matter, will review these minutes within two weeks after a meeting. The PSMWG (co-) chairs circulate the meeting minutes no later than two weeks after the meeting to the RBM Secretariat and the Executive Committee.

**V. Reporting and Performance Review**

The PSMWG prepares two types of reports for the Executive Director (or appointed Performance Committee): a monthly progress report that is circulated to the Executive Committee for its monthly meetings and a semi-annual report that is prepared for the semi-annual Board meeting.

**Monthly reporting:** The PSM WG Secretariat prepares a monthly report for the Executive Director on progress in achieving the work plan objectives, including a financial report. The PSM WG co-chairs review this report.

**Semi-annual reporting:** Reports immediately preceding the Board meetings should summarize progress of the previous six months.

At each Board meeting the Executive Committee should select two Working Groups to report to the Board and to allow an interactive discussion with Board members on issues, challenges, progress to-date and future objectives and work plans. The choice of which Working Groups should report will be made based on the priority of the work of the Working Group and on the adverse gap between the Working Group's objectives and the actual achievement of them.

**VI. Dissolution of the Working Group**

The ToRs for the PSMWG will be reviewed by the Board on a biannual basis. The review process will be based on specific performance criteria of the PSMWG. In case the Board no longer feels the mandate of the PSMWG is relevant to the new Partnership Workplan, the Board will discuss this with the co-Chairs to see whether the mandate requires to be updated or finally can decide to dissolve the PSMWG